

FINANCIAL TIMES



The euro's face
How not to design banknotes

Europe, Page 10



Dilbert's dialectic
Beyond the Peter principle

Management, Page 17

Suharto's succession
Special interests v sound policies

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Weekend
Sprawling madness of the modern Olympics

World Business Newspaper

FRIDAY JULY 12 1996

European Court ruling threatens public TV deals

The European Broadcasting Union, the club of public service broadcasters such as the BBC, may appeal against a European Court ruling that cast doubt on its right to buy exclusive broadcasting rights. The court annulled a European Commission decision in 1988 to give the EBU a five-year exemption to the EU's competition rules, raising uncertainty over the future of long-term multi-billion dollar deals to screen leading sports events such as the Olympic Games. Page 12 and Lex

Gasprom to offer 9% internationally
Russian energy company Gasprom, which has hydrocarbon reserves greater than Shell and Exxon combined, plans to offer up to 9 per cent of its shares internationally. Western investment bankers value the gas group at anything between \$20bn and \$60bn. Page 13

Doctors set to test AIDS 'cure'
US doctors may be ready by October to test whether a powerful "triple combination" of drugs can eliminate HIV, the virus that causes AIDS, after research showing that the therapies have cut the virus by more than 90 per cent. Page 12; Roche seeks AIDS drugs go-ahead, Page 15

Deutsche Babcock, the German engineering conglomerate, has won agreement from creditor banks for an additional DM600m (\$366m) in funds and is planning to sell its stake in engineering company Schenck, its most profitable business. Page 13

Lloyds of London has reached a deal over legal action brought by US state securities regulators which may remove the biggest obstacle facing its recovery plan. The agreement requires Lloyds to find up to \$40m (\$62.4m) extra to help US Names. Page 8

Swiss Telecom in Malay deals
Switzerland's national telecoms operator Swiss Telecom signed a deal to take a 30 per cent stake in Malaysian operators Muzilara Telecom at a cost of MYR10m (\$2.5m). Page 14

Mubarak move to improve Turkey ties
Egypt's president Hosni Mubarak, softened recent criticisms of Turkey during a one-day visit to Ankara to meet Islamist premier Necmettin Erbakan. Page 6

French, German exchanges discuss links
The French and German derivatives exchanges are discussing the development of a common clearing system, after abandoning more wide-ranging co-operation plans earlier this year. Page 15

Norway accuses Burma of torture
Norway said it had evidence its honorary consul in Burma, Leo Nichols, was tortured before he died in a Rangoon prison last month. Diplomats say Nichols was jailed because of his links with opposition leader Aung San Suu Kyi. Page 7; Western companies encounter protesters, Page 5

Taiwan reports call for China talks
Taiwan president Lee Teng-hui repeated a call for a summit with rival China's Jiang Zemin, but Beijing responded coolly to the island's latest bid to break a year-old political deadlock. During an address to Taiwan's National Assembly, Mr Lee (left) renewed his offer of a leaders' meeting in an effort to break a year-long freeze in relations. Page 7

UN tribunal issues Karadzic warrants
The UN criminal tribunal for former Yugoslavia in The Hague issued international arrest warrants against Bosnian Serb leader Radovan Karadzic and his military commander Ratko Mladic on charges of genocide and war crimes, reinforcing existing local warrants. Page 2

French post office aid setbacks
The European Court of Justice ruled that the French government may have provided illegal subsidies to the post office's express mail arm. Page 3

Moscow bomb as Chechen violence rises
A senior Russian commander was killed by a landmine in Chechnya as a wave of violence swept across the rebel region, while in Moscow a bomb exploded on a city trolleybus in what authorities called a "terrorist" attack. Page 2

Sudan refuses food aid drops
The UN said at least 300,000 people were starving in the rebel-held southern part of Sudan, and a further 200,000 people were also at risk, because the Khartoum government refused to permit food drops in the area.

STOCK MARKET INDICES	
New York: Dow Jones	5,823.06 (+79.79)
NASDAQ Composite	1,104.82 (+35.37)
London: FTSE 100	2,707.00 (+4.19)
DAX	2,575.64 (+8.11)
FTSE 100	2,707.00 (+4.19)
Nikkei	21,892.50 (+115.54)

US LUNCHTIME RATES	
Federal Funds	5.5%
3-mo T-bill	5.25%
Long Bond	6.63%
Yield	7.56%

OTHER RATES	
US 3-mo interest	5.5%
UK 10 yr	6.5%
France 10 yr	6.5%
Germany 10 yr	6.5%
Japan 10 yr	6.5%

NORTH SEA OIL (August)	
Brent Dated	\$18.54 (+0.81)
Yield	11.8%

Currencies	
Africa	124.220
Asia	124.220
Europe	124.220
Latin America	124.220
Middle East	124.220
Oceania	124.220
South America	124.220
World	124.220

Wall Street plunges over 100 points

End to bull market predicted after computer group issues profits warning

By Maggie Urry in New York and Philip Coggan and Gillian Tett in London

US share prices tumbled yesterday, prompting predictions that the long bull market may have come to an end.

The catalyst was a profit warning from Hewlett-Packard, the computer group, released after the market closed on Wednesday.

The Dow Jones Industrial Average fell by almost 100 points in early trading and an attempt to rally late in the morning failed. By early afternoon, the Dow was 114.14 lower at 5,498.51.

The market has not recovered from its near-115 point decline last Friday and as a result was

nearly 300 points below its record closing high of 5,778.00 achieved in late May.

Mr Michael Metz, market strategist at Oppenheimer, said: "The whole bull market is over. We have seen the highs for the next year or so."

He predicted the Dow could fall to 5,000 by the end of the third quarter.

Hewlett-Packard shares fell by 10% to \$78 in morning trading, after its announcement late on Wednesday that order growth had slowed sharply and it was closing its disc drive manufacturing activity, which would result in a third quarter charge against earnings of \$150m.

That news followed a warning late on Tuesday from Motorola,

the semiconductor and telecommunications equipment group, of slowing growth and increasing price competition. That had pushed the Dow down by nearly 50 points on Wednesday morning, although the market recovered late in the day on computer-driven trading.

Technology shares were the hardest hit yesterday, with the Nasdaq index, which contains many high-tech stocks, falling 42.39, or 3.7 per cent, to 1,098.80 in

the early afternoon. However, analysts said the poor technology news was only a catalyst for the market's fall. Mr Stephen Roach, chief economist at Morgan Stanley, said: "The tech started it, but the market has been waiting for an accident. This may be it."

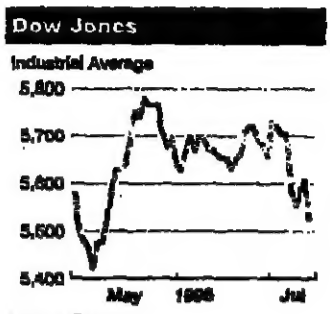
Mr Philip Jordan of Daiwa said there was substantial activity in the market as large investment managers decided to reduce the proportion of their portfolios devoted to shares. They were switching into the relative safety of fixed income securities, driving the bond market higher.

European investors have been concerned for some time that shares on Wall Street look expensive on measures such as divi-

dend yields and asset values. The continued strength of the US market has provoked growing unease in the British Treasury recently. Some officials believe that it presents a hazard in a year that has an otherwise healthy economic outlook.

In particular, officials point out that the pattern of stock market movements over the past year is potentially even more ominous than in the run-up to the 1987 stock market crash.

European stock markets, which have much smaller high-tech sectors than the US, fell only modestly yesterday, with investors conscious that Wall Street has rebounded quickly after previous falls. In London, the FT-SE 100



index lost early gains to fall 18.8 points to 3,749.0, while French and German markets each dropped by around 0.4 per cent. However, a more sustained decline on Wall Street would hit world markets. Analysts are spotting signs that such a retreat is possible.

Rivals boycott Credit Lyonnais bond deal

By Samer Iskander

Three leading French banks are boycotting a huge bond issue being managed by Credit Lyonnais, the troubled state-owned bank, claiming that they were offered inequitable small allocations to sell to their clients.

The row has stunned the Paris financial scene, which has been accustomed to seeing the biggest French banks work in harmony. Analysts said Credit Lyonnais might have wanted to maximise its own allocation to boost its commission income.

The incident revives recent tensions that culminated in Société Générale launching legal action earlier this year in the European Court of Justice, alleging that state aid to Credit Lyonnais was distorting competition in the French banking market.

The new row is over a FF400bn (\$7.75bn) bond issue being floated by Etablissement Public de Financement de Restructuration (EPFR), a government-guaranteed entity set up last year to help rescue Credit Lyonnais. Last month, the bank said it would securitise part of the FF135bn loan from EPFR to ease its cash flow problems.

Credit Lyonnais is leading the issue, one of the largest ever issued.

Two private sector banks - Société Générale and Banque Nationale de Paris (BNP) - and the Caisse des Dépôts, a government-controlled financial institution, say they have been squeezed out of what could be one of the French market's most profitable transactions this year. As a result they have boycotted the issue and are threatening to isolate Credit Lyonnais from future deals.

A syndicate manager from one of the two disaffected banks yesterday accused Credit Lyonnais of "breaching practices that have applied since the beginning of the French bond market".

French banks active in the domestic bond market are usually allocated a fixed percentage of the total amount of bonds to be sold to investors. On issues in which they participate but do not lead, Société Générale and BNP would typically expect to be allocated between 7 and 10 per cent each, while Caisse des Dépôts would get more than 10 per cent.

Yesterday, however, Credit Lyonnais offered only 1 per cent of the total to each of Société Générale and BNP. Caisse des Dépôts would not disclose the amount it was offered.

Société Générale and BNP will be tempted to retaliate by excluding Credit Lyonnais from issues they are leading. However, French companies that issue bonds are likely to insist on parity of treatment.

Bank clampdown, Page 3



Mandela marks dawning of new era with Britain

By James Blitz in London

It has seen many great events, both tragic and uplifting, over the past 500 years.

Westminster Hall was the setting for an address by Mr Nelson Mandela, the South African president on a state visit, which put an end to the long-tormented relations between the government of Britain and South Africa's people.

Mr Mandela's speech, delivered without notes in a powerful voice, gave the day its historic resonance. This was the first time a foreigner had addressed both Houses of Parliament gathered in the hall since President de Gaulle of France 30 years ago. The South African leader recalled how, in 1795, the country in which he was speaking had "entered ours as a colonising power" and that his presence in London "might serve to close a circle which is 200 years old".

Much of that time, "what defined the relations between our peoples was a continuous clanging of arms". History took a turn for the worse when, 80 years ago, his predecessors as leaders of the African National Congress came to Westminster and spoke "eloquently and passionately of the need for colonial power to treat them as human beings equal to the 1850 settlers".

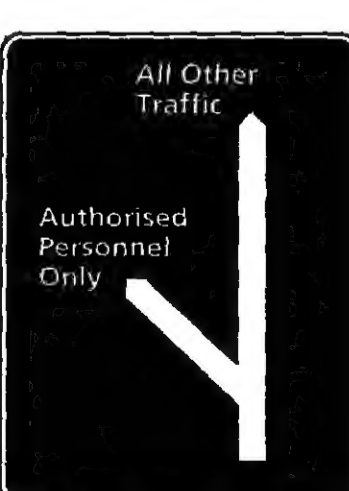
"They were rebuffed. But now we come to you as friends," he told MPs and peers, winning enthusiastic applause from peo-

ple who may once have thought of him as a terrorist rather than one of the great statesmen of the late 20th century.

But this we must know, that none of us can insulate ourselves from so catastrophic a scale of human suffering. In the end, the cries of the infant who dies because of hunger or because a machete has slit open its stomach will penetrate the noises of the modern city and its sealed windows to say: am I not human too?"

He urged the British and South African peoples to "join hands to build on what we have achieved together" - and help construct an African world whose emergence will mean that "a new universal order is born in which we are each our brother's keeper".

MORSE



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Pay concession wins Communist backing for Italian government's economic policy

Prodi's partners settle their differences

By Robert Graham in Rome

The partners in Italy's centre-left government yesterday patched up their differences over economic policy. They endorsed a three-year macroeconomic programme designed to comply with the convergence criteria for the start of European monetary union a year later, in 1998.

The differences had centred on wage guidelines and had risked undermining the authority of the two-month-old Olive Tree alliance government led by Mr Romano Prodi. The

agreement, hammered out over the past 24 hours, was announced yesterday at a meeting of the chamber of deputies budget committee.

All sides appeared to have made concessions. But the most visible winners were the hardliners in Reconstructed Communism who had raised the question of wages and threatened to withdraw their vital parliamentary support.

Although RC fought the April general elections with the Olive Tree alliance, it did not endorse the latter's programme and is not part of the

government. Its support, however, is essential to ensure a majority in the chamber of deputies. RC, formed from the hard core of the old Communists, used this bargaining power to insist wages be allowed to rise by up to 3 per cent next year although the government projects inflation at 2.5 per cent.

This demand, also made by the main union confederations and elements within the Party of the Democratic Left (PDS), the government's dominant partner, was accepted by the budget committee yesterday.

The treasury had sought to resist it on the grounds that it risked fuelling inflation. However, the treasury's hand was weakened by the fact that several wage contracts have been negotiated on the basis of a 3 per cent inflation rate for 1997. In the private sector, 1.7m workers have already renewed their contracts on the basis of the 3 per cent figure, 5m more have done so in the public sector.

Under a 1993 agreement between government, employers and unions, wages were

linked to productivity and rises pegged to projected inflation. Real inflation has consistently been at least one percentage point above the projected rate.

RC argued that wage contracts should also be able to recover in large measure, if not in full, lost earning power. The budget committee rejected this, but accepted the inclusion of a directive allowing negotiations for wages during the course of this year to have a 3 per cent ceiling for 1997.

The opposition parties accused the government of having given in to RC black-

mail. There was also evident irritation among the Popular party, which forms the centre of the Olive Tree alliance, over the behaviour of RC and the slowness with which the government tackled the problem.

But the government winning an important concession from Reconstructed Communism - its endorsement of the three-year economic policy guidelines. RC has always been ambiguous if not hostile towards the Maastricht treaty and its commitment to monetary union.

Generals shoot it out in the Russian press

John Thornhill watches top brass trade broadsides over corruption

Russia's generals have recently found a new battlefield on which to fight the front pages of the nation's newspapers.

Ever since Mr Boris Yeltsin won the presidential elections on July 3, journalists have been busily unearthing corruption scandals within the defence ministry and presidential entourage which lay surprisingly well hidden during the election campaign.

Russia's generals have been the targets of many of these newspaper salvos. But they have also provided much of the ammunition as a fierce battle rages among the top brass to fill the vacant post of defence minister.

The allegations, though, are now spreading to embrace three of the president's closest associates. That has raised the political temperature in Moscow considerably and will test the seriousness of Mr Yeltsin's recent promises to crack down on corruption in "all echelons of power".

General Lev Rokhlin, one of the few army officers to

also pitched in to blacken Gen Rokhlin's name.

By itself, this furor might have little political significance, given that many of the allegations have been aired before. But Mr Yeltsin has already dismissed the unpopular Gen Grachev. But the public's taste for scandal was further whetted this week when the Novaya Gazeta newspaper published an article alleging that three of Mr Yeltsin's confidants conducted illegal financial transactions and were linked to organised crime.

In view of the laxity of Russia's libel laws and the cavalier approach of some journalists, it is difficult to gauge the seriousness of such allegations and the reaction they may prompt. One of the men named dismissed the charges as "gibberish", although parliament has demanded an official investigation.

The Russian public has been seized with periodic fits of moral outrage before. The contract killings of Mr Dmitry Kholodov, an investigative reporter, in October 1994, and of Mr Vladimir Lisitsyn, a well known television personality, in March 1995, resulted in mass protests but no convictions. Politicians have often vowed to clean up public life with little result.

So far, Mr Yuri Skuratov, the prosecutor-general, has remained cool about the latest allegations, although he added that he was already aware of many of them.

"While there is a state apparatus, corruption will exist," he said this week. "One must ignore cavalier attacks and concentrate on daily painstaking work to eradicate this influence. Then we really will achieve results."

However, the new and unknown element in the equation is the arrival of Gen Alexander Lebed on the political scene as the president's chief security adviser. The former army officer and presidential candidate, a sworn enemy of Gen Grachev, has just been given considerable powers to implement a tough law-and-order programme.

But he has been treading softly over the latest corruption scandals and some observers suggest his moves may be dictated more by power intrigues within the Kremlin than by any sense of natural justice.

Mr Leonid Radzikovsky, a speechwriter for Gen Lebed, says: "You can accuse anyone in Russia of corruption, from the lowest traffic policeman to the highest minister, so it is a question of who has the strongest allies and who makes the most convenient scapegoat."



Russian forensic experts sift through the wreckage of a Moscow trolleybus ripped apart by a bomb at the height of the rush hour yesterday morning

Lebed adopts Kremlin's tough line on Chechnya

By Chrystia Freeland in Moscow

Mr Alexander Lebed, Russia's outspoken new security chief, yesterday fell into line with the Kremlin's harsh policies in Chechnya, rejecting from his view that the breakaway state should be allowed to choose independence.

His hardline shift matched the anxious mood of the Russian capital, which was deeply shaken by the bombing of a trolleybus in the heart of the city at the height of yesterday morning's rush-hour.

No one claimed responsibility for the explosion, which injured the bus driver and four passengers, but police said they were certain it was a terrorist act. Several senior Russian politicians and military officers speculated that it was the work of Chechen separatists.

The blast laid down an early challenge to Mr Lebed, who has been given the difficult job of spearheading a "war on organised crime" in Moscow. He described the attack as "a mindless terrorist act" intended to make Russians "feel a sword of Damocles hanging over them every sin-

gle day". The suspicion that Chechens could be behind the explosion seemed likely to encourage the government in its new, iron-fisted approach in the separatist region which has blown apart the delicate pre-election ceasefire less than a week after Russia's presidential poll.

The intense fighting which began this week continued yesterday in Chechnya, killing at least 10 civilians, a senior Russian general and one of the top Chechen field commanders.

As the war shifted back into high gear, Mr Lebed, a maverick former general who came in third in the first round of presidential voting, pointedly backed the Kremlin's offensive.

Asked if he stuck by his campaign trail assertions that Chechnya should be allowed to choose independence in a referendum, Mr Lebed belied his reputation for bluntness with a careful retraction.

"Then, I was a presidential candidate who did not become a president. Instead, he became a government functionary who is obliged to implement the government's policies, which is what I am

now doing," Mr Lebed said.

His tactical response is an indication that the provincial general, whose furthest ever journey outside the former Soviet Union was to Afghanistan, may be learning the elaborate rules of Kremlin politics.

When he was first recruited to the government team in an effort to boost the electoral chances of President Boris Yeltsin, he seemed poised to become the Kremlin leader's heir. But Mr Lebed's star dimmed after the election, clouded in part by rash nationalist comments which provoked a public rebuke from the US.

Russia's liberal media, which backed Mr Yeltsin's re-election bid to the point of running false scare stories about his Communist challenger, did not share Mr Lebed's new found enthusiasm for the Chechen war.

In a sharp break with their fawning pre-election coverage, Russian newspapers and television lambasted the president, deriding his now abandoned peace efforts in Chechnya as a hypocritical campaign ploy.

Hague tribunal orders arrest of Karadzic

By Bruce Clark in London and Paul Wood in Belgrade

The Hague war crimes tribunal yesterday issued arrest warrants for Mr Radovan Karadzic, the Bosnian Serb leader, and his military commander, General Ratko Mladic. The international community, however, was divided about how to proceed further.

The warrants were issued on the first anniversary of the fall of Srebrenica, the enclave in eastern Bosnia where Serb forces killed thousands of Muslims in what prosecutors have called the worst atrocity in Europe since 1945.

By insisting that all governments have a duty to apprehend the two men if they get the chance, the court has strengthened the hand of those favouring renewed sanctions against Serbia for its failure to co-operate fully with the international effort to punish war criminals.

Serbia's President Slobodan Milosevic promised to assist the tribunal's work when he signed up to the Dayton peace agreement last December. However, the Serbian authorities made no move to arrest Gen Mladic when he appeared in public in Belgrade on several recent occasions.

Diplomats said the warrants would make it easier for Bosnia or its supporters at the United Nations to demand tougher action by the Security Council against Serbia.

However, the leading western policymakers involved with Bosnia appear to be split over the scope and speed of any punitive action against the Serbs.

Mr Carl Bildt, the Swedish politician who is overseeing the civilian side of the Dayton accord, insists that his quiet diplomacy has already gone some way towards reducing the power of Mr Karadzic.

In a presentation to Nato earlier this week, he said he was playing a "cat and mouse" game with Mr Karadzic and joked that "the cat always wins". However, US officials have taken a harder line, saying Mr Karadzic has made no substantial concessions. They say his hardline Serb nationalist party should be disqualified from the Bosnian elections unless Mr Karadzic steps down as its leader.

In Tuzla, where many of the civilians driven out of Srebrenica last year have taken refuge, thousands of Bosnian Muslim women staged emotional public ceremonies to mark the first anniversary of the atrocities in which many of their menfolk died.

The ceremony was attended by prominent women from around the world, including Queen Noor of Jordan and Mrs Emma Bonino, a European commissioner whose responsibilities include human rights.

Crying and screaming, the distraught Muslim women pleaded with the international dignitaries for help in finding their menfolk.

Many still cling to the belief that, one year on, there are survivors. Others, though, had given up hope. One woman had just been handed her missing husband's identity papers. "We know the woods are full of bones," she said.

In Srebrenica, Serb residents - many former refugees themselves - said their families had been victims of massacres by Muslim forces elsewhere during the war. They were commemorating the "liberalisation" of the town.

Investigators from The Hague were yesterday removing the first bodies of Muslims from Srebrenica allegedly executed by the Bosnian Serb army. Some of the skeletons had their hands tied behind their backs - apparently disproving the Serb claim that they were killed in combat.

EUROPEAN NEWS DIGEST

France toughens Corsica stance

Mr Jean-Louis Debré, the French interior minister, yesterday visited the troubled island of Corsica to appoint a new police chief as part of his efforts to end the current violence.

He appointed Mr Demetrios Dragaci, a Corsican, as police commissioner in place of Mr Marc Pasotti, who was removed last week after just five months in office.

Mr Debré said the role of the police force was "to enforce the law and pursue all necessary investigations to achieve that aim, regardless of the nature of the offences and those who committed them". He said that "all forms of delinquency must be systematically tracked down" and called for more street patrols by the police and enforced action to arrest people carrying guns illegally.

His move comes at a time of growing scepticism about the willingness or ability of the state to control attacks against people and buildings linked both to the nationalist movement and to criminal activity.

Mr Debré's visit comes ahead of a proposed journey to Corsica by Mr Alain Juppé, prime minister, as soon as next week to unveil a package of economic reforms designed to help the island's economy.

Andrew Jack, Paris

UK holds up Berlusconi inquiry

A Spanish police investigation into the business affairs of Mr Silvio Berlusconi is being held up by a UK court order blocking the transfer of documents relating to the Italian media magnate's Fininvest empire.

Spanish investigators informally approached the UK's Serious Fraud Office (SFO) over a month ago seeking access to documents seized in a raid in London in April. But a planned meeting in London between Spanish fraud investigators and the SFO has been postponed after a legal challenge by lawyers acting for Mr Berlusconi in London.

Spanish police have been told that they will not be able to see the documents in the UK.

The documents relate to a network of offshore companies owned by Fininvest or Berlusconi associates. The companies were officially meant to handle the international film/TV rights payments of Fininvest. But Italian prosecutors believe the companies were also used for tax evasion and delivering bribe money to and from Italy. It is understood Spanish investigators are interested in links between one of the offshore companies, All Iberian, and Mr Berlusconi's interests in the Spanish TV company Telecinco. A High Court judge last month ruled to delay the transfer to Italy of the Fininvest documents pending a judicial review. No date has been set for the judicial review, but the SFO and the Home Office are going to the High Court today to seek early release of the documents. The Italians say they must complete their investigations by January.

Jimmy Burns, London

Ukraine general resumes power

President Leonid Kuchma yesterday chose Lieutenant-General Oleksander Kuzmuk as Ukraine's defence minister, replacing the first civilian to hold the post in the former Soviet Union outside the Baltic states. Gen Kuzmuk, previously the commander of Ukrainian troops in the Crimean peninsula and currently the head of the elite National Guard, takes over from Mr Valery Shmarov, a military industry specialist dismissed by Mr Kuchma earlier this week.

Mr Shmarov's appointment in October 1994 caused a stir after decades of Soviet practices of leaving the defence ministry in the hands of top generals. He forged a close relationship with Nato and the US, presided over deep cuts in the army and oversaw the process of ridding the country of its share of the Soviet nuclear arsenal. However, he was sharply criticised over unpaid wages and defence cuts.

Mr Shmarov was the latest of a series of ministers to go in a shake-up launched by Mr Kuchma last month when he appointed a former farm manager, Mr Pavlo Lazarenko, as prime minister and accused his sacked predecessor of delaying reforms. Mr Kuchma has also sacked a deputy prime minister overseeing reforms, as well as his agriculture and energy ministers.

Reuter, Kiev

Poland is invited to join OECD

Poland was yesterday asked formally to join the Organisation for Economic Co-operation and Development (OECD) and will become the 28th country in the Paris-based club of industrial nations once its parliament ratifies the accession treaty early this autumn.

Mr Grzegorz Kolodko, Poland's deputy prime minister and finance minister - who had pushed measures liberalising capital flows and restrictions on foreign investment through the cabinet and parliament to qualify for OECD membership - said the move marked a prelude to "successful talks on European Union accession". These he hoped would end by the year 2000.

The ceremonies in Paris came as Poland's president, Mr Alexander Kwasniewski, returned from a five-day visit to the US satisfied that Poland would be one of the first former communist nations to be asked to join Nato. Mr Kwasniewski said he had been told a Nato summit in December would decide on an accession timetable for new members of the military alliance.

Christopher Bobinski, Warsaw

New France Télécom debt rating

The first negative repercussions of France's decision to convert France Télécom into a joint stock company came yesterday when Moody's, the rating agency, lowered its rating of the group's long-term debt.

Moody's, which is downgrading the debt from AAA to AAL, said the move reflected the prospect of a deterioration in the group's financial structure stemming from measures accompanying its change in status, mounting competitive pressures and risks linked to the company's international development strategy. It said the group continued to have solid operational characteristics. The state-controlled operator, which recently agreed to pay the state FF37.5bn (£7.3bn) for taking over responsibility for paying the pensions, said AAL was "still a good rating".

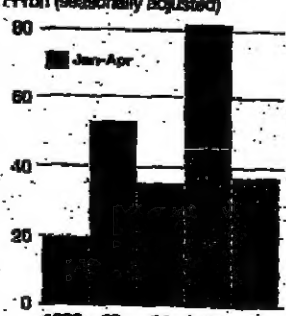
David Owen, Paris

ECONOMIC WATCH

French current account suffers

French current account

FFtrn (seasonally adjusted)



Source: Direction

The French current account surplus dropped sharply in April, taking the cumulative decline for the first four months of the year to more than 20 per cent. Seasonally adjusted figures from the ministry of economy and finance yesterday put the April surplus at just FF1.76bn (\$330m), down from FF10.3bn in March and FF10.9bn in February. This brought the surplus for the four months to April 1996 to FF36.27bn - down from FF45.48bn in the corresponding 1995 period.

Yesterday's figures were foreshadowed last month by a sharp decline in the country's trade surplus from FF11.94bn in March 1996 to FF3.82bn in April. Mr Jean Arthuis, the French finance minister, at the time played down the unexpectedly weak performance, noting an "exceptionally strong" surplus recorded in March.

Spanish unemployment fell provisionally to 22.56 per cent of the workforce in April from 22.72 per cent in March, according to a National Statistics Institute survey of households.

Finland's trade surplus widened to FM3.65bn (\$751m) in February from FM2.97bn in January.

Accusations are flying in the fierce battle to fill the now vacant defence minister's post

emerge from the Chechen conflict with any distinction, led the charge last week, elaborating on earlier newspaper allegations of widespread embezzlement within the defence ministry.

In particular, the general, who is now a parliamentary deputy, accused General Pavel Grachev, the recently sacked defence minister, of being "tired in corruption and surrounded by spongers and thieves".

Russian television gleefully followed up on the allegations, and showed army conscripts building luxury country dachas, costing \$1m apiece, for defence ministry officials. The soldiers were at a loss to explain how their officers could afford such lavish palaces on their regular military pay.

In a stinging response to these charges, Gen Grachev gave an interview to the Nezavisimaya Gazeta newspaper in which he reminded his former colleague of the many kindnesses he had bestowed on him which had involved some bending of the rules. Other generals

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In a stinging response to these charges, Gen Grachev gave an interview to the Nezavisimaya Gazeta newspaper in which he reminded his former colleague of the many kindnesses he had bestowed on him which had involved some bending of the rules. Other generals

emerge from the Chechen conflict with any distinction, led the charge last week, elaborating on earlier newspaper allegations of widespread embezzlement within the defence ministry.

Pressure for law and order campaign in Maastricht review conference

EU states revive Euro-FBI idea

By Lionel Barber in Luxembourg

The Irish presidency of the European Union and Germany have joined forces to push for a law and order campaign in the Maastricht treaty review conference (IGC), including revived plans for a Euro-FBI to tackle organised crime.

The call for closer co-operation between EU member states on tackling cross-border crime emerged at a summit of centre-right European People's party leaders in Luxembourg this week. Six heads of government from Germany, Ireland, Belgium, Spain, Luxembourg and Italy, along with Mr Jacques Santer, president of the European Commission, said it was time for EU-wide measures to reassure the public.

Mr John Bruton, Ireland's prime minister, said the concept of a European FBI had received "substantial support" around the table. "It was pointed out that legal measures can take months, while criminals can move money within minutes."

The Irish government's call for EU-wide action against organised crime has grown more insistent in the wake of last month's murder in Dublin of an investigative journalist, almost certainly on the orders of the underworld.

Mr Bruton is also convinced that an IGC based on "safe streets" and "safe jobs" would increase popular support for EU integration at the conference and help ratification of a Maastricht 2 treaty.

Chancellor Helmut Kohl, a

longstanding supporter of a Euro-FBI, agreed. Mr Jean-Claude Juncker, Luxembourg's prime minister, said it was time to deepen police co-operation beyond the recent deal to establish Europol, the police intelligence-sharing agency based in The Hague.

However, a campaign for "Euro-bobbies" would face stiff opposition from Britain. The UK government blocked the Europol agreement until last month's EU summit in Florence, chiefly because of concerns about the supranational role of the European Court.

At the Luxembourg meeting - called to celebrate the 20th anniversary of the founding of the EEC - the centre-right and Christian Democrats at leaders discussed ways of injecting pace into the languid IGC

negotiations. But Mr Bruton was cautious about raising expectations.

As leaders acknowledged reluctantly, the IGC continues to be held hostage to the British general election which must be held by May at the latest. This means it may not be wrapped up until autumn 1997 under the Luxembourg presidency rather than, as hoped, the Amsterdam summit under the Dutch presidency.

The latest calculations are that, in the event of a late UK election, a future Labour or Conservative government would need at least four or five months to negotiate a settlement which would pass muster in the House of Commons. Another legal and political distraction for Britain is the hand-over of Hong Kong next July.

15 JUL 1996

French bank clampdown targets Crédit Agricole

By Andrew Jack in Paris

The French government is considering withdrawing an important privilege from Crédit Agricole, one of the country's largest banks, in the latest indication that it plans to clamp down on competitive distortions in the troubled financial sector.

The privilege is the bank's special rights to operate *dépôts des notaires* - accounts which hold large sums deposited by notaries, the legal specialists who oversee all property transactions in the country. They deposit clients' payments in the accounts until the deals are completed.

Crédit Agricole - a mutual institution - last year held FF17bn (\$3.8bn) in such accounts, on which it is obliged to pay just 1 per cent in interest while earning higher returns by reinvesting the money.

The state-owned Caisse des Dépôts and the Post Office also have the right to operate the accounts in larger urban areas, but the private sector banks

have always been excluded. Treasury officials have written to Crédit Agricole renewing its right to operate *dépôts des notaires*. But they are believed to have warned that it might not be extended again when it comes up for renewal again in three years.

Crédit Agricole says the

Private sector banks have become increasingly vocal in their attacks on competitive distortions

accounts are costly to manage, earn low interest because they are on short-term deposit, and compensate for the FF500m costs of a government-backed subsidy programme for farmers with financial difficulties which the bank operates.

Competitor banks claim the subsidies are normally a way of writing off loans already made by Crédit Agricole, and are therefore a competitive distortion.

They also argue that the privilege to Crédit Agricole

reduces their own ability to attract new clients.

Separately yesterday, the French Banking Association (AFB), which represents France's private sector banks, increased pressure for reform of the system governing another near-monopoly, the control of the Livret A savings

with 1.2-1.5 per cent by the existing institutions. The moves come at a time of growing debate within the French government about reforms to the domestic banking sector, which has suffered from declining income, huge provisions and low profitability over the last few years.

Mr Jean-Claude Trichet, governor of the Bank of France, this week called on the government to end a number of competitive distortions and encourage a shake-out in the sector. Private sector banks have become increasingly vocal in their attacks on competitive distortions, notably the existence of privileges granted to mutual banks and state-owned financial institutions with no incentive to generate profits.

Also yesterday, Mr Jean Arthuis, the economics minister, announced a series of measures to reduce the tax burden on international banks and financial institutions based in France, and on their expatriates working in the country.

Post office aid ruled illegal

By David Owen in Paris

The French post office suffered a new setback yesterday when the European Court of Justice ruled that the government may have provided illegal subsidies to its express mail arm.

The court also said that Chronopost, a 66 per cent-owned post office subsidiary, could be ordered to repay the aid because it had been granted without permission from the European Commission.

The ruling was in response to questions from the Tribunal de Commerce in Paris, which is now expected to consider the matter further. It is linked to a case brought by SFEL, the French express delivery association, which claims the government has granted illegal subsidies to Chronopost.

SFEL has asked that Chronopost, which had 1995 turnover

of FF2.99bn (\$580m), be required to repay more than FF22m in unlawful state aid.

Mr Rick Gerber, a Brussels-based vice-president of Federal Express, an SFEL member, said the decision was "excellent news". The ruling accepted that some of the things express delivery groups had characterised as state aid - such as logistical support from personnel, vehicles and buildings - were indeed state aid.

Chronopost said yesterday's ruling constituted only a theoretical response to questions of law and it had "nothing to fear". It said the matter was in the hands of its lawyers. The post office said it had no official reaction.

The ruling said logistical support could be considered state aid if the post office charged less for the services than it would under "normal market conditions". In that

case, the French government should have cleared the aid with the European Commission. Since that was not done, the French court could order Chronopost to repay the post office.

The European Court rejected the defendants' argument that the national court had no jurisdiction since the Commission had not yet ruled on whether the arrangement was legal. The Commission rejected SFEL's original complaint against Chronopost in 1992 but reopened its inquiry last February.

The justices said national courts had a duty to safeguard the rights of individuals in cases where governments granted aid without permission.

SFEL brought the complaint along with five of its members: DHL International, Service Crie-LFAL, May Courier Inter-

national, Federal Express and Express Transports Communications.

The post office has also been under fire in recent months over its financial services activities.

Commercial banks have attacked what they consider the unfair competitive advantage enjoyed by institutions that are not required to provide a return on equity to their "shareholders". Mr Jean-Claude Trichet, governor of the Bank of France, said this week that the financial activities of the post office posed "a very serious problem".

The organisation's revenues from financial services rose by 7 per cent last year to FF20bn. But this did not prevent a loss for the year of FF1.2bn, in the face of growing competition and falling demand for its postal services.

Prime minister wants Portugal at the EU's 'political centre' Lisbon seeks early Emu entry

By Peter Wise in Lisbon

Securing a place among the first group of countries to adopt a single European currency is as vital to Portugal today as joining the European Community was a decade ago. Mr António Guterres, the prime minister, said yesterday. Opening a parliamentary debate on the state of the nation, Mr Guterres warned that the countries excluded from the first phase of European monetary union would be left on the periphery of decision-making in an expanded European Union.

"We want Portugal at the political centre of Europe where the decisions are made, not out on the edge where they have to be obeyed," he said in a speech that also marked the minority Socialist government's first eight months in office.

In patriotic tones, he called for a national effort to ensure Portugal's participation in Emu. This would help Portugal regain the international influence the country enjoyed in the 15th and 16th centuries when its navigators discovered



Guterres: Portugal nearer to meeting Emu convergence criteria

sea routes to Africa, India and Asia. Mr Guterres said the single currency was more a political than an economic issue for Portugal.

But he forecast that Portugal would save Es200bn (\$1.27bn) a year in terms of public accounting alone if it became

part of the Euro group. He also advanced figures to back his conviction that Portugal is nearer to meeting the Emu convergence criteria than any other southern European country. The budget deficit would fall below 4.2 per cent of gross domestic product in 1996, down

from 5.2 per cent last year and below the original 1996 budget forecast, he said. The goal for Emu is 3 per cent of GDP in 1997.

He said tax revenue had grown by 10.3 per cent in the first half of this year, compared with the same period in 1995, without any increase in tax rates. Current spending had grown by only 7.5 per cent. This had allowed the government to accelerate public investment and Portugal was now applying an average of Es74bn a month in EU funds compared with Es39bn a month in 1995.

But Mr Guterres refused to be drawn by opposition calls to clarify whether the government planned to increase tax rates in 1997 in support of its efforts to join the single currency. He said that for the first time Portugal's long-term interest rates had fallen within the Maastricht criteria for Emu over recent weeks. Annual average inflation, which was 3.4 per cent in May, has also fallen sharply.

Mr Guterres said public debt would fall in 1996, reversing the trend of recent years.

Swedes defend interest rate policy

By Greg McIvor in Stockholm

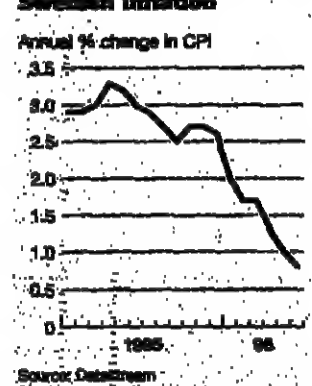
Sweden's Riksbank (central bank) indicated yesterday it remained committed to its step-by-step approach to lowering interest rates, despite pressure for bolder cuts following an unprecedented fall in net consumer prices in June.

Official statistics showed a decline in annual inflation last month to 0.5 per cent - the lowest rate for 37 years.

Net prices (consumer prices minus the net of indirect taxes and subsidies) actually dropped for the first time, by 0.3 per cent.

The figures prompted warnings from some economists of deflation due to the depressed state of domestic demand. But Mr Erik Åsbrink, finance minister, dismissed the fears and attributed the fall in prices to temporary factors, including a reduction in car excise duty

and lower petrol prices. The figures illustrated Sweden's commitment to low inflation, he said.



Sweden has long tended to sacrifice inflation targets in favour of expansive employment programmes. It now has one of the lowest inflation

rates in the European Union, but is grappling with unemployment nearing 13 per cent. The Riksbank has trimmed its key repurchase interest rate 14 times since January, reducing it from 8.91 per cent in January to 5.9 per cent.

However, the anaemic state of the internal economy - where private consumption is flat - has led some sections of industry to demand more adventurous cuts.

Mr Claes Berg, Riksbank chief economist, said interest rate policy was dictated by the inflation outlook one to two years hence. Yesterday's figures had not affected the bank's forecast that inflation would be around 2 per cent in 1996 and 1997, he said.

Mr Robert Prior-Wandessford, European economist at HSBC James Capel Investment Bank in London, said deflation was a real danger as the inter-

nal economy had been sapped by the Social Democratic administration's austerity measures, aimed at reigning in the budget deficit and bringing Sweden inside the Emu convergence criteria.

"We have almost reached the stage where any further cuts would be counter-productive," he said. "The Riksbank now needs to set interest rates at German levels to get a reasonable internally generated recovery going." This would mean reducing the repo rate to 3.5 per cent. However, other analysts were confident the Swedish economy was poised to grow again.

One of Sweden's leading banks, Skandinaviska Enskilda Banken, predicted private consumption growth would recover to 1.5 per cent by year-end and urged the Riksbank to maintain a "steady pace" of interest rate reductions.



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NEWS: THE AMERICAS

EU may strike back at US over Cuba act

By Guy de Jonquieres, David Wighton and Stephen Fidler

European Union foreign and trade ministers are due next week to consider possible retaliation against controversial US legislation aimed at penalising foreign investors in Cuba.

The legislation, rushed into law to punish Cuba for shooting down two US light aircraft in February, has hurt relations between the US and its main trading partners.

At scheduled meetings of the council of ministers in Brussels on Monday and Tuesday, ministers will consider a range of responses to the Helms-Burton act, named after its congressional sponsors.

The US sent warning letters this week to nine executives and directors of Sherritt International, a Canadian mining company, saying that they and their families would be barred from the US under Helms-Burton unless the company took steps to disinvest in Cuba.

Sherritt's directors include Sir Patrick Sheehy, the former chairman of BAT Industries of the UK, and Mr Rupert Pennington, former deputy governor of the Bank of England.

The ministerial meetings in Brussels will coincide with an

expected decision by President Bill Clinton on whether to suspend a separate part of the legislation authorising private US court actions to claim damages against foreign companies and others "trafficking" in confiscated assets in Cuba.

Mr Ian Lang, the UK trade secretary, yesterday said Britain was under growing pressure to retaliate against US companies unless the so-called Title III provision was suspended.

Mr Lang told the American Chamber of Commerce in London that the strong investment relationship between the US and the UK had been marred by the legislation and by prospective laws penalising non-US companies investing in Iran and Libya. Banning Mr Pennington and Sir Patrick from the US could do nothing to promote democracy in Cuba. Mr Clinton should rescind "this senseless measure."

The ministers' options are expected to include adoption by the EU of individual members of a "blocking statute", entailing European companies affected by Helms-Burton to counter-sue subsidiaries of US companies in European courts. Britain, Italy and the Netherlands already have national

blocking statutes. Officials said similar EU legislation could be put in place quickly, if approved by ministers from all 15 member states.

Officials say the EU could legally impose trade sanctions in areas not explicitly covered by the World Trade Organisation's Most Favoured Nation principle, which prohibits members from discriminating between trade partners. Such areas include aviation, maritime transport and telecommunications services.

Scope for wider trade retaliation would depend on if the EU was prepared to take measures which violated WTO rules - a question on which no clear consensus has yet emerged.

The mildest EU response would be to bring a formal complaint against the US in the WTO and to protest that the legislation violates OECD agreements.

Mr Arthur Eggleton, Canada's international trade minister, said he would request that a dispute settlement panel under the North American Free Trade Agreement try to stop application of the law. He said Canada would wait until Mr Clinton had decided whether to waive Title III. Editorial Comment, Page 11

Samper's US visa revoked

The US government has revoked the visa of Colombian President Ernesto Samper because of alleged links to the Cali drug cartel, an administration official said yesterday. AP reports from Washington.

A formal announcement was expected later in the day. The Clinton administration has long held that Mr Samper received money from the cartel for his 1994 presidential campaign.

Officials were dismissive of a Colombian parliament decision to exonerate him of charges that he is linked to the drug traffickers.

The US has complained for months about an alleged lack of co-operation by Colombia in combating drug traffickers. Colombia is the source for a big part of cocaine consumed in the US.

Colombia recently turned down a US request for extradition of four leading figures in the Cali drug cartel. On Tuesday, however, Colombian authorities moved against two of the four, Gilberto and Miguel Rodriguez Orejuela, who are in jail, seizing more than 110 properties belonging to them.

The US government has tried to isolate Mr Samper while maintaining good relations with Colombian law enforcement officers committed to cracking down on drugs. AP-Dow Jones adds from Bogotá: The Colombian government has altered its foreign investment code to try to cut red tape and make the country more attractive to foreign investors, an official announced on Wednesday.

Mr Arturo Garcia, sub-director of the National Planning Department, said the changes would take effect as soon as the government reviewed the legal language and published the decree, which should take place by next week.

The new rules loosen curbs on foreign investment in property, which was previously restricted because of the common practice of using it to launder drug money. The new code, for example, will allow foreigners to invest in time-share vacation homes.

Reform Party founder says he is man for the moment Perot puts paid to pretenders

By Jurek Martin in Washington

Mr Ross Perot waited precisely 33 hours before lowering the boom on any pretenders for the presidential nomination of the fledgling Reform Party, his own creation.

On Wednesday night he told Mr Larry King, the TV talk show host for whom he reserves his most important pronouncements, that it was clear that party members "have a strong desire for me to participate."

He said he considered former Colorado governor Dick Lamm, who announced his candidacy on Tuesday, "a fine man". But the Texas billionaire and 1992 independent presidential candidate proceeded to explain exactly and intimately why he thought Ross Perot was the man for the moment, without actually making a formal declaration.

"If anybody should do this, I should do it. I'm in a unique position to do it. A lot of people who would want to do it and might even be better doing it aren't in a position to do it, wouldn't have the freedom to do it. I have that freedom."

He did not mention it but that freedom includes money. Mr Perot spent \$88m from his own pocket to finance his 1992 effort and, based on his 19 percent of the vote four years ago, the Reform Party would be entitled to over \$30m in federal matching funds this year - if Mr Perot is the nominee.

By contrast, the Lamm cam-



Lamm (left) puts on a brave face as Perot moves in

aign chest stands at \$6,000 and the Federal Election Commission has not yet determined if the party would get even a cent in federal assistance if the former governor carries its banner in November.

Out in California, Mr Lamm put a brave face on the Perot intervention. "If I could get the nomination in this party he's created... obviously that's the best scenario, because you start off with a certain David and Goliath quality," he said.

But Mr Lamm will need more than a slingshot to over-

come the man without whom the Reform Party would not exist. Wishing, however, to appear completely above board, Mr Perot told Mr King he had hired an independent auditing firm, which he did not identify, to tally the party's postal and electronic votes for its presidential candidate, to be cast in the week of August 11-13.

The Reform Party is holding a two-part convention, in California and Pennsylvania, sandwiched round the Republican gathering in San Diego. Mr

Perot insisted the timing was not intended as a slight, or counter-attraction, to the Republican event but was simply dictated by the electoral calendar.

Nevertheless, in New York yesterday, Mr Bob Dole, the all-but certain Republican nominee, was not enthusiastic about a Perot candidacy. "I would hope he wouldn't run," he told a radio talk show, "I hope it's going to be sort of a two-person race."

He took some consolation in polls showing Mr Perot now drawing more heavily among Democrats than Republicans. Mr Mike McCurry, the White House press spokesman, said President Bill Clinton thought Mr Perot's entry would "enliven" the race and force a discussion of issues which the Republicans were "ignoring."

The Reform Party is currently on the presidential ballot in 21 of the 50 states and Mr Perot was confident it would be represented everywhere, as he was as an independent four years ago.

Most polls now give him 10-15 per cent, a fall-off from 1992 but large enough to make a difference in some important states. Though Mr Perot does not appear to be moved by the sort of personal animus towards Mr Dole that he showed against President George Bush, his presence in the race probably makes it harder for the Republican nominee to overcome his present deficit behind Mr Clinton.

Castro warns Olympians over invitations to defect

By Pascal Fletcher in Havana

Cuba's athletes will need more than sporting skills for this year's Olympic games, opening next week in Atlanta, according to President Fidel Castro. They will also need "muscles of the soul" to resist financial offers and invitations to defect while in the US, he warned.

Mr Castro, incensed by the recent defection to the US of two Cuban Olympic boxers and a star baseball pitcher, harangued the island's more than 150 Olympic team members for half an hour in a ceremony on Wednesday night on the evils of treachery.

History would never forgive them if they betrayed their homeland by deserting, he said. The athletes, all presented with a national flag, listened in stony-faced silence.

"Moral medals are more important than gold medals," Mr Castro said. They were a "delegation of patriots" travelling to compete in the "heart of the monster, the empire" - his usual term for Cuba's ideological arch-enemy, the US.

Behind the Cuban leader's wrath is the defection over the last two weeks of three Cuban athletes, all potential medalists in Atlanta. At the end of June, reigning Olympic ban-

twaveight boxing champion Joel Casamayor and former light heavyweight world champion Ramon Garbey disappeared from their pre-Atlanta training camp in Guadalajara, Mexico, and later surfaced as defectors in the US.

This week the island's Olympic hopes received an even bigger blow when the Cuban baseball team's star pitcher, Rolando Arango, deserted from the team's hotel in Georgia.

Mr Castro, a keen sports fan, said these athletes had been "bought" by million-dollar offers from the US. "They know they can't beat us any other way," he said.

Mr Arturo Garcia, sub-director of the National Planning Department, said the changes would take effect as soon as the government reviewed the legal language and published the decree, which should take place by next week.

The new rules loosen curbs on foreign investment in property, which was previously restricted because of the common practice of using it to launder drug money. The new code, for example, will allow foreigners to invest in time-share vacation homes.

Ecuador economic fears subside

By Sarah Kendall in Quito

Mr Abdalá Bucaram has spent his first days as Ecuador's president-elect dispelling fears of major changes in economic policy and seeking parliamentary support for his government.

Mr Bucaram has selected a transitional economic team led by three prominent businessmen from Guayaquil, his home city, and moderated his barnstorming political style. The sure, Ecuador's currency, has stabilised following initial post-election weakness.

"The central bank seems to be re-buying some of the reserves put in early this week," said Mr Rodrigo Paz, a Quito banker and former Christian Democrat

candidate for the presidency. "Now everyone is waiting to see who the economic authorities will be. It looks as if the policy framework will not be very different."

Mr Alvaro Noboa, one of the members of Mr Bucaram's transitional team, said that there would be no shock economic measures, that the exchange band system would be maintained and that interest rates must be brought down.

Mr Bucaram won a convincing victory in last Sunday's presidential run-off against Mr Jaime Nebot, the market-oriented Social Christian candidate.

Those in the running for the new cabinet include Mr Rene Bucaram, a cousin of the president-elect and former manager of Texaco, as energy minister.

Both the foreign minister, Mr Galo Leonor, and the head of the central bank, Mr Augusto de la Torre, may continue in their posts.

Observers agree that Mr Bucaram cannot possibly fulfil the wealth of electoral promises made in the heat of the campaign. After last Sunday's victory, crowds began to gather outside Mr Bucaram's Redonista party headquarters demanding to be listed for low-cost housing schemes.

The sale of part of the state telephone company, Enatel, is likely to go ahead and private sector concessions will be used to boost investment in roads, ports and electricity. However, tampering with "strategic sectors" such as the state oil company could be too politically sensitive.

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Carmakers look beyond established markets

Established motor vehicle markets such as western Europe, the US and Japan, are likely to decline further as the industry looks to new expanding markets such as South Korea, India and China, according to a clutch of reports published this week.

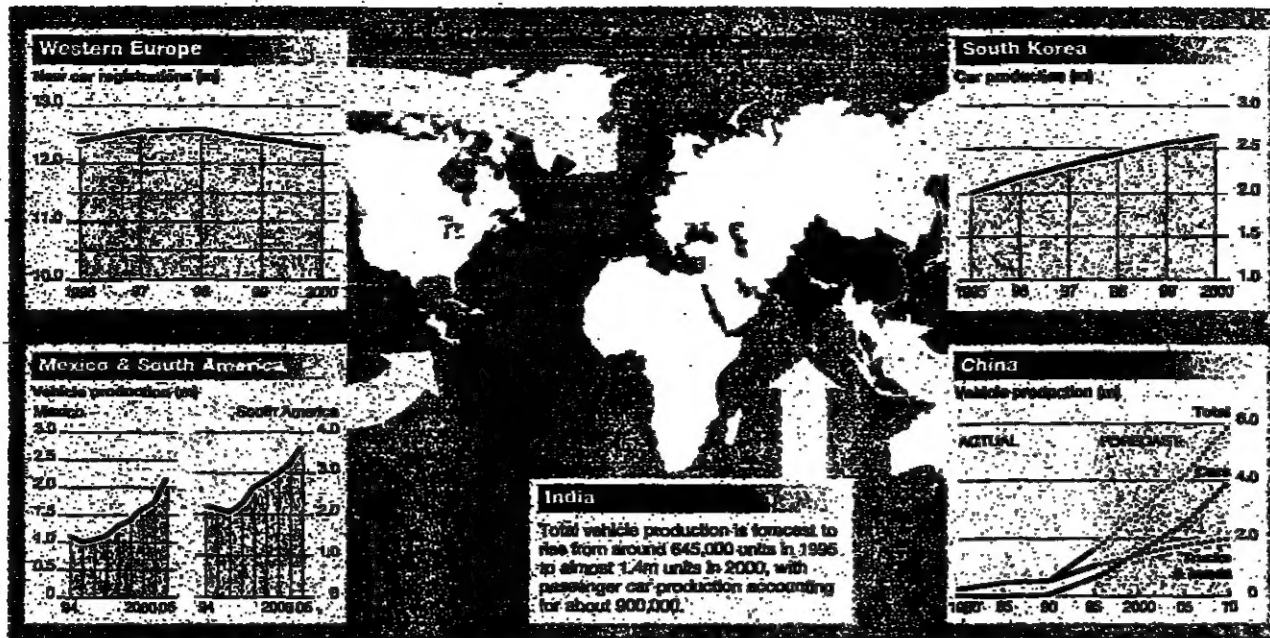
According to an Economist Intelligence Unit report, new car registrations will fall to 12.2m in 2000 from an estimated 12.5m this year as consumer spending stays depressed. Even new types of vehicles, such as urban mini-cars and new "people carriers" now under development will not lift sales, the report argues.

Rather than stimulating demand, greater choice will only result in changed buying patterns, with consumers switching to smaller vehicles. That will lead to even tougher competition and more pressure on manufacturers' profits as more resources are devoted to marketing and advertising.

Greater output and competition will put car prices under pressure, exacerbating the poor profitability of many European volume carmakers.

Almost all new entrants will be from Asia. South Korean car companies, already with booming sales, are expected to reinforce their position. In the longer term, the report expects additional low-cost manufacturers from India and, later, China and other parts of southeast Asia, to target Europe.

The upbeat outlook for brands such as Hyundai and



Sources: Mexico and South America (DPA/McGraw-Hill); western Europe, India and South Korea (EIU); China (Ministry of Machine Industry and Kalba, Gormezano & Partners).

Daewoo concurs with a separate report on the future of the South Korean motor industry. This predicts sharply rising output of cars and commercial vehicles in the next five years as new capacity comes on stream and manufacturers push into new markets.

Although the bulk of the rise in production is forecast in cars, which are expected to reach almost 2.7m units by 2000 from 2m last year, South Korea's output of commercial vehicles is also forecast to rise

much more sharply. Output about 700,000 units by 2000 against 524,000 last year.

The report sees scope for growth in South Korea, despite local fears that the market is close to saturation. New domestic registrations are predicted to reach 1.58m units by 2000 from 1.56m last year. Although more imported cars will be sold, their market share will remain marginal.

The growing gap between South Korean manufacturers' domestic sales and output will

be bridged by higher exports. Although direct exports to neighbouring Asian countries will be a central focus for South Korea's carmakers, the report also predicts a sharp rise in the number of vehicles they will be building abroad.

Production by South Korean manufacturers will be a big factor in the expected surge in vehicle output in India, according to a further report. It predicts production capacity of cars will increase more than fivefold to 1.8m units by 2000.

By then, the number of carmakers in India will have soared to 16, against four 18 months ago. If commercial vehicle builders are included, the total will amount to 24 by 2000 compared with 10 today. The newcomers will help to boost capacity to more than 2.6m units from 750,000 in 1995.

The report recognises that exports will also have to rise if all the manufacturers are to find buyers for their planned output. Several commercial vehicle manufacturers are

already trying to boost exports, mainly to Europe, Africa and the Middle East.

But in spite of the risk of overcrowding in the Indian vehicles market, the report predicts exports will not exceed 10 per cent of overall output by 2000, with some car and truck makers limiting their foreign sales efforts to India's immediate neighbours.

Booming domestic demand, as in India, will be one of the driving forces of the motor industry in China, according to a fourth report. The introduction of the socialist market economy in 1983 and promulgation two years later of plans to restructure motor industry policy has opened immense opportunities for foreign companies.

Although Chinese statistics are often confusing, the report says car output could rise to 1.5m units by 2000 and 4m by 2010 from less than 600,000 units last year. It forecasts production of trucks and buses will rise less sharply to between 1.4m and 1.5m in 2000.

- (1) *The New Car Market in Europe*, EIU, 44 171 890 1007, 2495/575.
- (2) *South Korea's Motor Industry*, EIU, address and price as above.
- (3) *The Automotive Industries of India and Pakistan*, EIU, 5595/5945.
- (4) *China's Automotive Industry*, Knibb, Gormezano & Partners, +44 1332 228665, 2435.

Haig Simonian

South America set for boom in new vehicle demand

By Haig Simonian, Motor Industry Correspondent

Economic and political reforms in South America have transformed regional economies, opening the way for a likely boom in new vehicle demand, according to a study by DRI/McGraw-Hill.

Demands for cars, trucks and

buses is expected to rise by 65 per cent to 4.1m units in 2005 compared with 2.5m units last year. Sales of commercial vehicles will also rise substantially but demand for passenger cars is forecast to be the engine for growth.

Sales are expected to rise to 3.3m units by 2005 on the back of rising personal incomes,

cheaper cars and easier credit.

"The story today in South America is one of expansion," says Ms Susan Brown, the editor. "GDP growth will average 5 per cent throughout the rest of the decade, compared with 1.5 per cent in the 1980s. This strong growth will translate into income growth recovery to raise motorisation levels."

Brazil will remain the dominant market in the region, accounting for 66 per cent of South American motor sales. Car demand in Brazil should reach 2.2m units in 2005, with total vehicle sales at 3.6m, compared with 1.7m last year.

New market entrants, such as Renault, Mercedes-Benz and Honda, which this year all

announced plans to set up new factories in Brazil, will lead to an inevitable decline in the market share held by Volkswagen, Fiat, General Motors and Ford, Brazil's four biggest carmakers. Their share of passenger car sales is predicted to drop to 88 per cent by 2005 from 94 per cent last year.

Sales in Argentina, South

America's second biggest car market, are also forecast to soar in the next 10 years. Demand for all types of vehicles should more than double to 728,000 units in 2005 from 324,000 last year.

* *South American Automotive Industry: Structure and Prospects*, DRI/McGraw-Hill (Tel: 004121 546244) Price: \$17,000.

Western companies encounter protesters on road to Burma

After Heineken campaign Dutch activists will target French group

By Ted Berdack in Rangoon, Gordon Cramb in Amsterdam and David Owen in Paris

"Heineken out of Burma" proclaimed the T-shirts worn by Dutch trade union activists at a spring human rights rally. On Wednesday their wish became reality as the Amsterdam-based beer multinational announced its withdrawal from Burma.

The sale of its stake in a half-completed brewery to Fraser and Neave of Singapore came a day after Carlsberg of Denmark abandoned plans to build a similar facility. Their retreat, under pressure from US and European campaigners against the Rangoon military regime, reflects the vulnerability of companies in the consumer sector to publicity likely to damage their brand image in important western markets.

Mr Karel Vuursteen, Heineken chief executive, acknowledged as much when he said that public opinion on Burma had "changed to a degree that could have an adverse effect on our brand and corporate reputation." The company's \$90m Burma venture had brought it under fire from its unions and from activists on both sides of the Atlantic - its beer is the top foreign brand in the US.

Heineken said the campaign had not yet dented sales. And for Burma itself, the withdrawal is also damaging mainly in image terms. As one diplomat put it: "The Heineken move is largely symbolic. The Burmese will still get the investment in the brewery. But the question is at what point do potential investors look at all the fuss and are deterred

from Burma in the first place." Burmese authorities say there will always be Asian investors willing to leap at commercial opportunities western companies find they must reject. The Singaporean group buying out the Dutch will simply market beer under its Tiger brand instead.

The position is similar for Unocal, the US oil company which is a partner in Burma's largest foreign investment project to date, a \$1.2bn project to produce natural gas for export to Thailand. Unocal has

	1994/95	1995/96	1996/97	1997/98	1998/99
Unocal	15.0	15.0	15.0	15.0	15.0
Other	15.0	15.0	15.0	15.0	15.0
Total	30.0	30.0	30.0	30.0	30.0

Source: Unocal Corporation, Rangoon, Myanmar. Figures in millions of US dollars.

no operational responsibility in the project - it is a pure investment and could be sold to another, even non-oil, investor without much difficulty.

But if Total of France, responsible for developing the project, were to get cold feet, that would be more serious. Similarly, natural gas projects under study by US companies Texaco and Arco could be delayed or shelved. "It is hard to see how petroleum development of this magnitude could take place without a western partner who would at least provide technology," said one Rangoon-based consultant. Indeed, victorious Dutch

campaigners said yesterday they would bring their weight to bear on the French oil group. "The next target is Total," said Mr Gils Hillenius, co-ordinator of the Burma Centre in the Netherlands.

At Total's annual general meeting last month organisations distributed a letter to shareholders raising questions about its investment in Burma. But oil companies have in the past shown themselves resilient in the face of consumer pressure, and both Total and Unocal said yesterday they had

do business in Burma.

In Unocal's California base, Berkeley city enacted such a measure a year ago, for example. So did Massachusetts state. Total's 54 per cent-owned US subsidiary operates four refineries and manages 1,950 service stations concentrated in 11 mid-continent states.

Until the Carlsberg and Heineken rows, European activists had less success than their US counterparts. But Burma may lose its European trade privileges under the Generalised System of Preferences because of an investigation by the European Commission into allegations of forced labour in the country, which may give the boycott movement further momentum. EU foreign ministers are to discuss the issue on Monday.

Ms Aung San Sun Kyi, the opposition leader whom the military are trying to press into exile, has said multinationals should stay away until democracy is restored. This week she asked foreign tourists to do the same. Burma has been relying on travel receipts - worth \$170m in the 1994-95 fiscal year - to help finance its rapidly expanding merchandise trade deficit.

Authorities have set an ambitious goal of 250,000 visitors in "Visit Myanmar Year" which begins in October. Almost 150,000 people visited in 1995-96, 15 per cent from 15 European countries - France, Britain, Germany and Italy. Some European travel operators have, however, stopped booking tours to Burma.

US hard line on Burma, Page 7

US, Japan try to settle disputes

By William Dawkins in Tokyo

The US and Japan have renewed efforts to resolve differences over access to Japanese markets for semiconductor and insurance policies before a self-imposed deadline of the end of the month.

Both sides' trade officials will meet at the weekend in Christchurch, New Zealand, before Monday's gathering of Pacific Rim trade ministers. Mr Shunpei Tsukahara, minister of international trade and industry, is to reopen top-level negotiations in Christchurch on Monday with Ms Charlene Barshefsky, the acting US trade representative.

Two days later, finance officials will meet in Tokyo to discuss insurance, paving the way for further talks in Washington the following week.

Japanese and US officials said yesterday they were far from agreement on both disputes, suggesting any solution would be at the last moment.

On semiconductor, Miti officials say the main stumbling block is a US demand to "preserve and continue the recent progress" under an existing accord, expiring on July 31, under which the foreign share of Japan's market has more than doubled in five years. Miti maintains the US demand is too close to setting a

numerical import target, something the Japanese government has successfully resisted in other US trade disputes, on cars and general imports.

A second stumbling block is the US demand that a new semiconductor accord should, like its predecessor, be monitored by governments. Miti wants no government involvement.

A further complication is Japan's desire for a global semiconductor accord, embracing the EU. Not surprisingly, the EU supports that idea, but the US wants to tie up a bilateral deal with Japan first.

The insurance row concerns implementation of a 1994 US-Japan financial services accord under which Japan's life and non-life markets were to be opened to foreign competition.

To US insurance companies' frustration, Japan is now proposing to open a third insurance sector to its own domestic companies, covering mixed life and non-life policies such as personal accident and health insurance.

"This third sector happens to be dominated by US companies. They want the third sector temporarily to stay as it is, almost closed to Japanese companies, until the primary sectors of life and non-life insurance are first thrown open to foreigners."

WORLD TRADE NEWS DIGEST

Japan attacked on liquor taxes

The European Commission yesterday took an important step toward prising open Japan's liquor market after a World Trade Organisation report said Japanese taxes discriminated against imported whisky, cognac, vodka and other spirits.

The report must still be endorsed by the WTO's disputes settlement body, but Commission officials expressed optimism that its findings would remain intact. The Commission served notice it would urge Japan to introduce reforms into its annual budget by April 1 next year and would press other countries, notably South Korea and Chile, to end similar discriminatory tax regimes.

A spokesman for Sir Leon Brittan, chief EU trade negotiator, said the WTO report could mean a big boost for the European drinks industry.

According to Commission figures, whisky exports to Japan by volume fell by 25 per cent between 1994 and 1995, Japan imports only 8 per cent of its drinks consumption, compared with an average of about 30 per cent in other industrialised countries, the Commission said.

Lionel Barber, Brussels

Transatlantic trade area plea

Mr Klaus Kinkel, German foreign minister, yesterday called for a step-by-step liberalisation of trade and investment between the European Union and the US as a step towards a transatlantic free trade area. Welcoming a study commissioned by the German federation of industry (BDI), he said Europe and the US should first concentrate on solving trade issues such as harmonisation of standards and mutual recognition of testing procedures. Among other steps, Mr Kinkel called for the dismantling of trade discrimination in public procurement, a joint investment protection agreement and liberalisation of audio-visual services.

Mr Kinkel argued last year that a transatlantic free trade area would revitalise US-EU relations. He acknowledged yesterday it was a distant goal and not realistic at present. But the idea could serve as a lever for greater trade liberalisation, he said.

Peter Norman, Bonn

Tokyo in satellite launch bid

The Japanese government is negotiating with the European Space Agency for Japan's next-generation rocket, the H2-A, to launch an experimental communications satellite for the European agency in the year 2000. Agreement is expected this year on what would be Japan's second contract to launch a foreign satellite, according to an official of Tokyo's Science and Technology Agency.

The announcement comes week after Rocket Systems Corporation, a private-sector Japanese consortium, announced it was poised to win Japan's first contract in the fiercely competitive commercial launch business, from Hughes Space and Communications International, the world's largest maker of satellites.

This second potential contract - which would be with the Japanese government space agency, rather than with the private sector - underlines the seriousness of Japan's long-delayed attempt to enter the world space industry as a serious participant.

William Dawkins, Tokyo

Crotone Sviluppo

Società Consortile per Azioni



F.E.S.R.

GLOBAL SUBSIDY FOR THE CRISIS AREA OF CROTONE - ITALY

Aid for the realisation of entrepreneurial initiatives and inter-company infrastructures

Following the announcement published in May 1995, notice is hereby given that the European Union has decided to grant Crotone Sviluppo a FESR contribution of 35 million ECU (equal to approximately 70 billion lire) to be destined for a Global Subsidy for the realisation of the crisis area of Crotone. This contribution is co-financed by the Ministry of Labour which, on 3 May 1996, decreed the granting of a further contribution of 272 billion lire and by the Regione Calabria which, on 25 November 1994, decided a financing of 5 million ECU (approximately 10 billion lire).

Crotone Sviluppo - a syndicate company with mixed private and public capital established in December 1993 with the aim of promoting the relaunch of the production activities and employment in the Province of Crotone - authorised by the Italian Foreign Exchange Office to operate as a Financial Intermediary Authority, will manage the above mentioned Global Subsidy.

The agreements regulating the procedure for the realisation of the Global Subsidy are presently under negotiation between Crotone Sviluppo and the European Union and between Crotone Sviluppo and the Ministry of Labour.

The Global Subsidy for companies will be divided between technical assistance for the elaboration of projects, the awarding of recognised grants and support for the starting up of the initiatives.

For each initiative considered eligible, Crotone Sviluppo will organise specific inquiries aimed at verifying the technical-economic viability of the initiative and evaluating the reliability of the proposing entrepreneurs.

RECIPIENTS OF THE GRANTS FORSEEN BY THE GLOBAL SUBSIDY ARE:

- New initiatives by small and medium sized enterprises, including artisan companies, who will be able to benefit from a recognised grant of up to a maximum of 50% calculated in Net Subsidy Equivalent plus a further 15% in Gross Subsidy Equivalent;
- New initiatives by large enterprises who will be able to benefit from a recognised grant of up to a maximum of 50% of Net Subsidy Equivalent.

The subsidised initiatives, for both small and medium sized enterprises as well as for large enterprises (see enclosure to the Recommendation of the Commission no. 96/280/CE of 3/4/96 EC Official Gazette no. L 107 of 30/4/96), must be situated in the Province of Crotone.

Extensions of pre-existing activities in the Province of Crotone will also be eligible provided that they are characterised by significant increases in employment levels.

To be eligible for the benefits of the Global Subsidy, the initiatives must be part of the manufacturing sectors of Classes C - D of the Classification of Economic Activity ISTAT '91 or services for companies if these activities are connected to the production cycle of the same.

For the manufacturing sector the following are excluded:

- Classification ISTAT '91 13.10, 13.20, 27.10, 27.22.1, 27.22.2 (iron metallurgy);
- Classification ISTAT '91 24.70 (synthetic fibres);
- Classification ISTAT '91 34.10 (car industry);
- Classification ISTAT '91 35.11.1, 35.11.3 (naval dockyards).

The EU reserves the right to decide the eligibility for grants from the Global Subsidy of the initiatives which form part of the sector of the transformation of fish and agricultural products - as per the proposal by Crotone Sviluppo accepted by the Regione Calabria - and of the production of electricity according to the specific details still under consideration.

The service activities eligible for grants will be, by way of example, the following: maintenance and assembly of equipment; transport and handling of goods; machinery and lifting equipment hire; inspection, technical analysis and quality control; treatment and disposal of civil and industrial waste; water and waste liquid treatment; canteens, security and surveillance and other similar activities.

The projects presented and considered eligible will be classified according to the following criteria:

- value of the capital invested in the initiative by the enterprise compared with the total investment;
- number of employees activated by the initiative compared with the total investment.

For the purposes of classification, the procedures of standardisation and of the consequent total deviation will be used, as per sub-section 4 of article 6 of the Ministry of Industry Decree 20/10/95 no. 527, within the limits of the indicators in numbers 1 and 2 (regulation containing the method and procedure for the awarding of grants in favour of production activities in depressed areas of the country - Gazzetta Ufficiale no. 292 of 15/12/1995).

Furthermore, the Global Subsidy will finance 75% of the realisation of the minor inter-company infrastructures for the recipients of the recognised grants, proposed by the Consortium for the Nucleus of Industrialisation of Crotone.

The companies or parties, which intend to present investment projects for concessions from the Global Subsidy, must file their application according to the forms which will be supplied by Crotone Sviluppo - attaching a company profile and/or names of the proposers as well as the executive project of the initiative together with the economic/financial plan - by registered post addressed to CROTONE SVILUPPO S.p.A. S.S. 106 Ionica - 89074 CROTONE - Italy, not later than 1 p.m. on 31st October 1996.

Further information about the procedure for presenting the investment projects, together with the relative forms to be used, can be requested directly from the Intermediary Body:

Crotone Sviluppo S.p.A. S.S. 106 Ionica - 89074 Crotone - Italy - Tel. +39/962/938000 - Fax +39/962/930033

The inquiry carried out by the Intermediary Body for the selection of the projects and for the admission of the initiatives for the foreseen subsidies is final. The grants will be awarded within the limits of the available public funds. The classification of the eligible initiatives will be made public.

NEWS: INTERNATIONAL

Egypt eyes closer ties with Turkey

By John Barham in Ankara

Egypt's President Hosni Mubarak, eyeing closer ties with Turkey's new Islamist leader, yesterday softened recent criticisms of Ankara and said he was gratified by "peaceful and neighbourly ties with brother Turkey".

During a hastily arranged one-day visit to the country's capital Mr Mubarak became the first foreign leader to meet Mr Necmettin Erbakan since his appointment two weeks ago as Turkey's first Islamist premier.

Relations between Turkey and the Arab world have been strained by Turkey's multi-billion dollar project to exploit waters of the Euphrates and February's controversial military co-operation agreement with Israel.

Arab leaders - particularly Mr Mubarak and Syria's President Hafez al-Assad - have greeted Mr Erbakan's appointment with alacrity. Mr Erbakan said on taking office that while Turkey would maintain its traditional pro-western foreign policy, he would strengthen ties with the Moslem and Arab world.

Mr Mubarak, who led the Arab world's condemnation of Turkey's accord with Israel - Israel's first with an Moslem country - yesterday softened his stance. The agreement was "not directed against anyone. It is for training purposes. No country should be disturbed or think of it as a threat," he said.

A European diplomat, reflecting on Mr Mubarak's volte face, said yesterday that Mr Erbakan had probably told him that it did "not mean the same thing as it did before".

The agreement allows Israeli pilots to fly training missions in Turkey and Turkish officers to go to Israel for training in electronic warfare techniques.

However, there may be limits to Mr Erbakan's hopes for rapprochement with the Moslem world, notably Syria. The Turkish-Syrian border is seen

as a potentially explosive flash-point. Both countries began massing troops along their Syrian border at the beginning of the year. Analysts believe Turkish generals negotiated the military agreement with Israel to punish Syria, for supporting the separatist Kurdistan Workers party (PKK).

Although Mr Erbakan criticised Turkey's close ties with Israel before taking office, he has bowed to his generals' demand that the military relationship at least should continue.

Mr Mubarak is said to have proposed to mediate between Turkey and Syria, an offer Mr Erbakan seems to support. But as well as opposition from the army, Turkey's President Suleyman Demirel said he saw no room for better relations with Syria until it stopped "supporting terrorism". Mr Demirel said "the whole world is taking a stance against terrorism. We tell everyone this all the time and I expressed our views to president [Mubarak] today."

Mr Demirel has few executive powers, but he may exert his traditionally strong influence over foreign policy to counterbalance Mr Erbakan's views. Mrs Tansu Ciller, foreign minister and head of the pro-western True Path party, the junior coalition partner, may also try to block any sharp change of tack.

The US and EU have said that they do not expect Turkey to move closer to such states as Iran and Syria.

Turkish air force jets attacked a suspected PKK training camp in northern Iraq yesterday following intelligence reports that 750 guerrillas were massing there prior to infiltrating Turkey.

Northern Iraq's autonomous Kurdistan region was wrested from Baghdad's control after the 1990 Gulf war. Western diplomats say Turkey's frequent attacks often hit non-military targets, causing widespread civilian casualties.

Giving young Saudis a stake in the future

Roula Khalaf on the pain of adjustment in a Saudi Arabia with more people and fewer resources

When Abdelrazak enrolled in a Saudi college of public administration two years ago, he thought he would complete his studies at leisure and find a cosy half-day post, a handsome salary and, among other benefits, an interest-free loan to buy a house - all courtesy of the government.

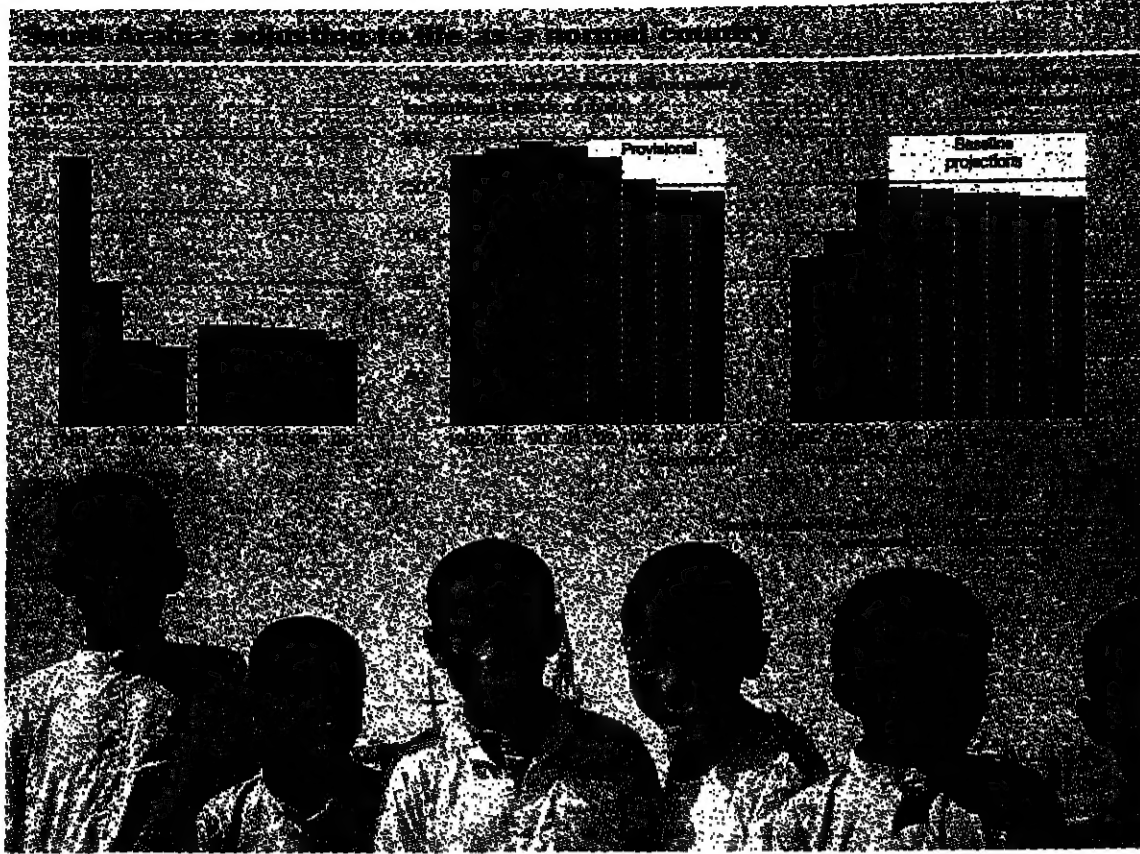
With his father's business faltering in a generally stagnant economy, Abdelrazak is instead forced to work as a full-time cashier to help support his 11 brothers and sisters. When he graduates in two years' time, he will find that jobs are no longer assured, salaries are lower and the waiting list for loans is long.

In the wake of the bomb attack on a US Air Force housing complex in Dhahran in eastern Saudi Arabia, thought to have involved young Saudis swept away by religious fervour, attention is again focusing on the need to adjust economic and social policies to ensure that young men like Abdelrazak are secured a comfortable place in Saudi society and a stake in the country's stability.

After decades of immense wealth and lavish spending, Saudi Arabia is adjusting to life as a normal country. Welfare organisations say a growing number of families can no longer make ends meet. Western diplomats estimate that a third of university students receiving the SR1,000 (\$366) monthly government allowance paid as an incentive to seek an education now need the money to support their families. More students are failing their exams just to keep the allowances flowing.

Meanwhile, Saudi Arabia's 18.5m population (including 7m expatriates) is growing at about 3.5 per cent a year, and at least 50 per cent is believed to be under 20.

The economic numbers are disturbing too. Per capita gross domestic product is a third of the \$18,800 it was in 1981; unemployment has been rising in an economy that has been stagnant for three years and has been plagued by 13 years of consecutive - albeit declining - budget deficits, fed



by a wage bill that accounts for half total expenditure, and thus a domestic debt load of nearly \$100bn.

All this is leading even some Saudi officials to sound the alarm. "If we continue as we are now and nothing is done quickly, in 20 years this country will be taken over by religious types," says one official.

A principal and controversial element of government efforts to adjust is the so-called "Saudiisation" programme, the process of replacing foreigners, who constitute the greater part of the private sector workforce and who come mainly from south-east Asia, with Saudis. The government's

1995-2000 development plan promised to create 600,000 new jobs over five years and to concentrate new employment on the 125,000 Saudis who graduate each year.

To discourage the hiring of foreigners, the government increased charges on visas for foreign workers and forced employers to assume the full cost of foreign workers' medical insurance. Work permits are now denied in certain sectors, such as taxi driving. Companies are required to raise their Saudi employment by 5 per cent a year or face the loss of government contracts as well as financing through the Saudi Industrial Development

Fund although companies can sometimes negotiate a lower rate.

The banking sector and some quasi-government companies have successfully become largely "Saudiised". Elsewhere, however, the process is running into obstacles. The private sector, parts of which are already at odds with the government over payments owed on past government contracts, is viewing it as unfair taxation at a time when the five-year plan is aimed at diversifying the economy and promoting the private sector.

Several company heads say they are simply ignoring the 5 per cent rule. They say Saudis used to government

pampering refuse to take menial jobs, expect instant advancement and much higher pay than foreign workers. "I once had the father of an employee call me to tell me I made his son work too hard," says Mr Khaled al Maena, who runs a media and public relations firm.

Before forcing it to employ Saudis, the private sector says the government must face up to the responsibility of overhauling the education system. In striving to prove its good Islamic credentials, the government has set up an education system that churns out graduates armed with a heavy load of religious teaching but short on analytical skills.

But Mr Kevin Tackler, chief economist at Saudi American Bank, argues that it is for the private sector to take the lead in the Saudiisation programme and invest in training programmes for Saudis with the aim of replacing two foreign workers with a single Saudi and raising a generally low level of productivity. "It's an easy choice: either you want to give the future to expatriates or to your children," he says.

If the Saudi private sector is asked to sacrifice profits today for tomorrow's economic and social stability, say businessmen, the government should set the example. Pressure on the private sector to "Saudiise" comes at a time of rising frustration with government waste and what many see as the excesses of the royal family, a topic which dominates discussions. It also often leads to criticism of the US, increasingly being accused by Saudis of "bleeding them dry" to pay for the Gulf war of 1990-1991 and for defence contracts.

When oil revenues generously flowed, jobs were secure and businessmen assured lucrative contracts, the many millions of dollars made by middlemen on foreign contracts and the stipends paid to royal family members bothered no one.

Today, however, says an angry businessman, the beneficiaries are "exposed, naked, doing something we all abhor under the new reality".

King's advisers explain why democracy 'would not work'

By Roula Khalaf

Senior British officials yesterday played host to a delegation from Saudi Arabia's new consultative council, in what British officials see as a further sign of improved UK-Saudi relations.

The consultative council is

the Saudi version of a parliament revived by King Fahd in 1993 in response to demands for political liberalisation. Its 61 members, all technocrats, are appointed by the king, who can ignore their deliberations.

In a press conference yesterday, Sheikh Muhammad bin Ibrahim bin Jubair, the council's president, went to great pains to explain the merits of "consultation" - a concept enshrined in the Koran, the Moslem holy book - as against multi-party democracy. The reason democracy would not work in Saudi Arabia, he said, was that elections in a tribal society would not produce the

high calibre now found among members of the council.

Although considered a step in the right direction, the council is viewed with scepticism among Saudis eager for political change. Most of the council's deliberations have been on commercial law issues and ratifications of treaties. A big

achievement was an amendment to the 1995 budget, in which the council proposed that electricity charges be increased.

In general, however, the council is not involved in budget details, an issue of great importance to the Saudi economy. Business sources in the

Kingdom say that in an effort to curb unnecessary spending at a time when the Saudi government is strapped for cash, the council last year sent a recommendation to the King that all income be part of the budget and expenditures reprioritised, but has so far received no response.

Netanyahu angers Palestinian leaders and Israeli unions alike

By Julian Ozanne in Jerusalem

Israel's new government came under intense pressure at home and abroad yesterday as unions announced a 24-hour strike next week and Arab leaders vented anger against statements made in Washington by Mr Benjamin Netanyahu, Israeli prime minister.

The Histadrut, Israel's federation of Labour unions, said it would strike next Wednesday to protest against a \$4.9bn (\$1.53bn) package of expenditure cuts from the 1997 budget approved by the cabinet this week.

Histadrut leaders said they were concerned about the impact of the cuts on pensioners and salaried workers and were unhappy about proposals to slash the size of the public sector. If effective, the strike could close airports, trains,



Netanyahu speaking in Washington on Wednesday

ports, banks, government offices, health services and local authorities.

Officials of Mr Netanyahu's rightwing Likud party said the strike was politically motivated and encouraged by mem-

bers of the defeated Labour party. They said it marked a last-ditch effort by the once powerful Histadrut to continue to have an impact on national economic policy.

As Mr Netanyahu faced his first real national political test at home, Arab leaders criticised his speeches made during an official visit to Washington where he laid down a hardline stance towards the Middle East peace process.

Before the US Congress Mr Netanyahu reiterated what have become his three noes: no to a Palestinian state, no to compromises on Israeli sovereignty over occupied Arab East Jerusalem, and no to a surrender of the Golan Heights.

Mr Faisal Hussein, the senior Palestinian official in East Jerusalem, said it looked as if Mr Netanyahu was declaring war on the Palestinians,

while Ms Hanan Ashrawi, Palestinian higher education minister, described his remarks as one of the "most dangerous speeches" ever given in Congress.

"What was even more dangerous was the response of a standing ovation he was given when he was, with impunity, uttering statements that are in direct violation of international law... and the objects of the peace process and Palestinian rights."

In Cairo Mr Esmat Abdel-Meguid, Arab League Secretary General, said Mr Netanyahu's remarks "add to the factors of tension and violence in the region".

Syria urged the United States not to appease Mr Netanyahu's new hardline policies, saying concessions failed to contain the evil actions of Hitler's Nazi Germany.

South African bank chief sees growth of 6% by year 2000

By Mark Ashurst in Johannesburg

Mr Chris Stals, governor of the South African Reserve Bank, has shaken off rumours of his imminent resignation, resurging in London yesterday, to give a bullish report of the country's economic prospects.

South Africa could expect annual economic growth of 6 per cent by the end of the century and hoped for inflation of well below 10 per cent, he said.

Quoting the government's macroeconomic strategy document unveiled last month by Mr Trevor Manuel, finance minister, Mr Stals endorsed its commitment to "accelerated tariff liberalisation, sharper deficit reduction, tight monetary policy and above all, productivity-linked wage increases".

The bank rate could fall to a real (inflation-adjusted) 3 per cent by 2000, if the macroeconomic strategy was "diligently implemented".

Annual inflation, forecast at 8.9 per cent this year, would remain "below 10 per cent and may even be lower than the 7.6 per cent envisaged for 2000".

Gross domestic product growth of 6 per cent by 2000, double this year's estimate, could be reached "provided flexibility in the labour market, liberalise trade and cut the deficit," he said. "Why should the approach to foreign exchange controls be any different?"

Prior to scrapping exchange controls, the government should reduce the tax burden on investors, which distorted the income on rand-denominated investments, he said.

For the past five years, interest earnings had been broadly in line with that of dollar-denominated investments.

"But as we lift exchange controls we must reassess tax to take account of interest rate differentials and other details that affect investment earnings."

The proliferation of rand-denominated bonds in Europe posed a threat to the Reserve Bank's autonomy in the financial markets.

International institutions had issued so-called "Euro-rand" bonds worth about 17bn (\$1.6bn) over the last two years.

"It's very flattering, I'm just afraid it introduces another element of volatility," he said. Small investors in Europe had

no cover and no hedge". In the event of a crisis, such as the recent 18 per cent devaluation of the rand between February and May this year, their efforts "to get out" could damage financial stability.

Mr Nico Ceylan, economist at Standard Bank, welcomed the government's macroeconomic strategy and praised "the extreme consistency of (monetary policy during) the Stals era".

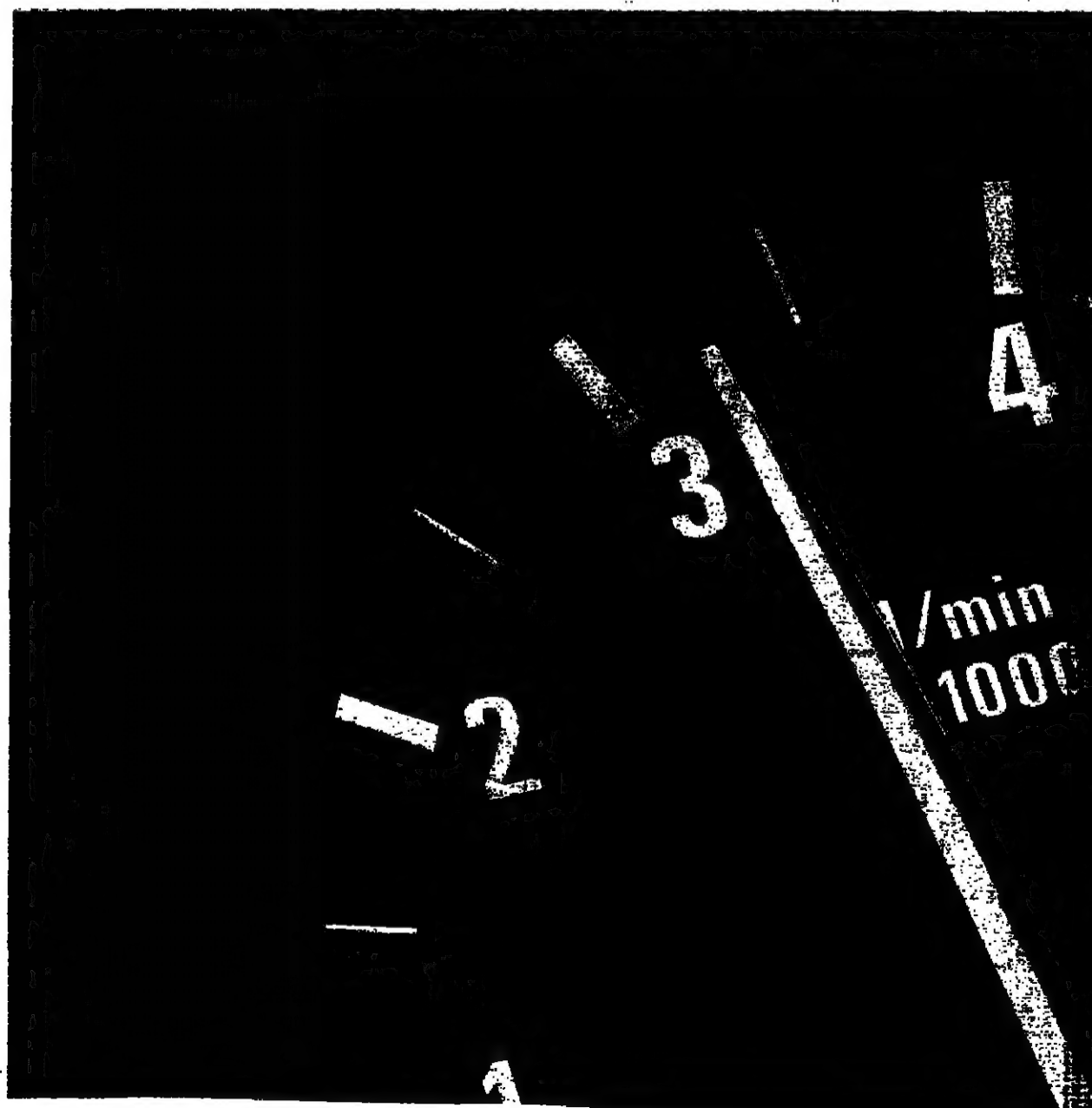
But he warned that the abolition of exchange controls "by salami slices" encouraged speculation and dismissed suggestions of huge capital flight if restrictions were lifted. "Absolutely nothing is going to happen," he said.

Local interest rates were "penal", he said. With negligible growth in the critical manufacturing sector, South Africa's low domestic savings rate of 1 per cent among individuals was a dangerous omen.

"If agriculture does not stand up, what will drive the economy?"

Urgent attempts to reduce government consumption, "the biggest obstacle to growth", were vital.

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JAN 1996

JOBS: Companies can test for necessary traits when choosing employees to work abroad

The will and the skill to travel well

What sort of questions should companies ask when they are choosing people for foreign assignments? Should technical competence be the overriding factor?

In some cases specific abilities necessary to do the job may limit the choice but usually it is possible to broaden selection criteria.

John Crump of Kansen Consulting, Bristol-based occupational psychologists, says that some people prove less adaptable than others when they go overseas. Not everyone could work, for example, in Kazakhstan, but many more, perhaps, could handle a posting to a Caribbean island such as St Lucia. "There are clearly some people who can work anywhere, some who can't and some in between," he concludes.

Crump argues that companies should seek to examine their employees' intercultural adaptability. This can be tested for psychometrically. Crump looks for traits such as tolerance of ambiguity, ability to cope with uncertainty and a capacity to deal with the unexpected.

At the same time it is important for individuals to display resilience and to preserve a sense of their own culture. One thing he looks for is evidence that a candidate may have some kind of portable hobby such as stamp collecting, gardening or scuba diving. These can provide sta-

bility and a useful escape from the expatriate lifestyle. Those, however, who crave constant social contact can sometimes be more vulnerable.

Speaking at a Price Waterhouse International Assignment Services Conference, he did not manage to convince the whole audience about one of his assertions when he was asked whether some nationals were more adaptable than others to foreign lifestyles.

He said there was no statistical difference between cultures. "It is much more to do with the way you are as a person. I think it is wrong to stereotype nationalities," he said, adding that it was possible to be "contaminated with your own culture". But it was clear that there were many in the audience who preferred to cling to the notion of national stereotypes.

The conviction that stereotypes exist may well be anecdotal and folkloric but almost everyone I spoke to privately had an example they could quote, be it "conformist and efficient" Germans, Italians who "talk too much" at conferences, naive Americans, standoffish Britons or arrogant French-

men. Interestingly, they could turn these traits upon their heads, depending on their prejudices. One man's insufferable Frenchman can be another's paragon of culture and charm. Once they felt it acceptable to say so, virtually everyone had a story that illustrated the stereotype.

While political correctness may push these beliefs beneath the surface they can maintain a powerful presence, if only subliminally, in decision-making.

Recognition of racial bias is one reason why many personnel departments attempt to weed out evidence of ethnicity from job applications. It is more difficult to get rid of such bias when the candidate is known to the decisionmakers. Crump's argument is that consideration of national traits gets in the way of effective selection.

His solution is to test for suitability. It also pays, he says, to listen carefully to people's preferences. He has found, for example, that people who want to work overseas tend to adapt more readily than those who do not. "I think it is a false economy to send people overseas if they don't really want to go," he said.

While this may seem blindingly obvious it is something that is often ignored by managers who have one individual in mind and who become, as a result, blinkered to warning signs that they have made the wrong choice.

Flexible job market

While debate continues over the extent of the trend towards the flexible labour market, attitudes to flexibility among working people appear as entrenched as ever. The overwhelming majority of job-seekers, according to a new piece of research, still want a full-time job.

The research, carried out by Sanders & Sidney, the outplacement specialist, canvassed the views of 79 employers and 231 job seekers who had undergone outplacement programmes. Nearly three-quarters of employers had begun to offer temporary contracts and thought they were here to stay. Almost half of them thought that fixed-term contracts could become as prevalent as the traditional open-ended contract.

Both employers and employees questioned in the study, concluded, on the whole, that companies stood to gain most. But there were one or two other pointers in the study which suggested that potential gains may not be clear-cut.

There was little evidence of any progress in improving the attraction of short-term contracts. People were concerned that they would have difficulties making long-term financial commitments such as mortgages and insurance policies.

Additionally, the majority of job-seekers thought that fixed-term contracts could adversely affect a company's culture, making team-building more difficult, causing uncertainty among employees, and making them less committed. The advantages they listed - the chance to experience a range of jobs and increased freedom - did not outweigh the disadvantages.

There seems to be a view that the hostility of employees to fixed-term contracts is to be expected but will subside in time. Veronica Hope Halley, a lecturer in human resource management at Cranfield School of Management, says: "The prevailing mood is normal in a time of transition and does not imply an

indictment of the change itself but of the process of change."

Certainly, the process of change could have been handled better.

Contract work has been introduced without much restructuring of loan mechanisms that assume continuity of employment. Many people are still in final salary pension schemes which offer poor transfer values if they leave. The employment system remains geared to full-time jobs.

Until this support system changes we might expect current attitudes to prevail and employers may ask themselves if they are losing the best job candidates to competitors who offer a full-time job.

If short-term contracts are to become the norm they will need a far more sophisticated support system than exists at present.

The iniquities of the two-tier system of employment that has emerged in recent years, along with downsizing, has led Geoff Armstrong, the director general of the Institute of Personnel and Development to call for a government inquiry into employee relations. Additionally he argues that boards

should set out their management and employee development approaches in their annual reports.

While such a demand has merit the problem with policy outlines is that they can turn out to be as empty as a mission statement - worthy stuff but sometimes no more influential than Neville Chamberlain's famous piece of paper.

Do titles matter?

The case for increasing job status seems unsustainable in a business climate that demands flatter structures, less hierarchy and an end to traditional distinctions between blue and white collar workers.

At least that was my understanding until I saw the announcement this week that Oxford University had almost doubled its number of professors, creating 182 professorships in a single day. Has there been a sudden outbreak of academic excellence? Have so many lecturers reached seniority in one go?

They will get no more money and will not be expected to take on any more duties. They don't even get a different colour chair. But they will be mindful of the cachet conveyed by the title of professor on the lucrative and impressionable US lecture circuit. Job titles, it seems, still make a difference.

Richard Donkin

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FINANCIAL TIMES COMPANIES & MARKETS

Friday July 12 1996



IN BRIEF Matif and DTB look at clearing system



The French and German derivatives exchanges are renewing discussions about the development of a common clearing system for their products after abandoning more wide-ranging co-operation plans this year. Matif (above) in Paris and the Deutsche Börse in Frankfurt, which includes the DTB derivatives exchange, are considering an extension of their link, under which German products are traded electronically in France.

Page 15

US paper groups suffer big falls
Two big US paper companies, Georgia-Pacific and Champion International, mirrored International Paper's results on Tuesday by reporting profit downturns in the quarter to June. Page 14

Brazilian state in talks on power sale
The Brazilian state of Minas Gerais is in talks with two potential investors - Southern Electric of the US and Chilectra of Chile - over the sale of a 32 per cent share of the state-owned power company, the state electricity company. Page 14

Roche and Abbott to seek Aids approval
Roche, the Swiss drug company, and Abbott Laboratories, its US rival, plan to seek approval of a new Aids treatment early next year following publication of some of the most promising trial results released at this week's international Aids conference in Vancouver, Canada. Page 15

Kvaerner to drop Trafalgar House name
The Trafalgar House name, adopted by Sir Nigel Sroog's company when it founded the construction, engineering and shipping group in 1966, is to disappear following the company's \$500m (\$1.4bn) purchase by Kvaerner, the Norwegian engineering and shipbuilding group. Page 16

Tribal violence stalls Indian gas search
A sustained violent campaign by tribal insurgent groups in the north-east Indian state of Tripura is seriously hindering efforts to develop the state's gas resources. Page 30

Polish index's loss reaches 8% for week
In Warsaw, shares fell for the fourth consecutive session, bringing the WIG index's loss so far this week to 8 per cent, although it is still up about 80 per cent on the year. The index lost 1.5 per cent to close at 13,449.5. Page 30

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Gazprom plans October share offer

By Nicholas Denton in London and John Thornhill in Moscow

Gazprom, the Russian energy company, has announced plans to raise \$2.5bn (£1.5bn) in investment in Russia and abroad. It is likely to be Russia's largest international equity offering since the country cast off communism in 1991.

The money raised should surpass easily the \$2.5bn committed by investors in Lukoil, the leading Russian oil company, recently.

Although Gazprom has a fifth of the world's gas reserves, it

contends with a host of problems such as late payment by customers, whose arrears increased by \$1.1bn (£0.7bn) in the last quarter alone, according to the company.

Gazprom said the issue would consist of Depository Receipts - proxies for its shares which are designed for western investors. The underlying shares will be deposited at Bank of New York.

The company named Kleinwort Benson, its long-standing adviser, as financial consultant. It said a consortium - expected to include leading international investment

banks such as CS First Boston - would distribute the offering. However, Gazprom left open the position of lead manager. Kleinwort Benson is expected to take the high-profile and lucrative role, but other investment banks have tried to become joint lead managers.

Kleinwort Benson drew up plans for an international equity offering in 1994, but the Mexican financial crisis clouded the atmosphere for emerging markets issues and the timetable for the deal slipped.

In 1995, the focus turned to a

trade sale to a group of west European energy companies such as Gaz de France which thought would have stomach for the risks in investing in the Russian gas conglomerate.

However, the western companies' offers disappointed Gazprom. As President Yeltsin's electoral chances improved and emerging markets came back into investment fashion, Gazprom revived plans for the equity offering and gave the go-ahead after President Yeltsin's return to power.

Net income for the quarter was \$440m, up from \$315m in the same quarter of 1995, and marginally ahead of the first-quarter result of \$439m.

Earnings per share in the quarter were \$2.14, up from \$1.56 a year ago, and from \$2.13 in the first three months. According to the survey of analysts forecasts by First Call, the research firm, the market was expecting earnings per share of \$1.51.

Mr Douglas Warner, chairman, said the results showed the bank's drive to "earn an increasing share of our clients' business" was paying off.

Within total revenues of \$1.76bn, up 32 per cent from the same period last year, and from \$1.74bn in the first quarter of this year, commodity trading revenue fell from \$11m to nil, after the interest costs of carrying positions.

The bank declined to put a figure on its copper losses, but they were understood to be relatively modest and far smaller than market speculation. J.P. Morgan runs a diversified book and profits were made in other commodities, offsetting the copper losses.

The strong earnings were driven by high trading activity, and investment banking business. Revenues in many areas, such as fixed income, equities and foreign exchange trading, were double those of the previous year.

The results defied predictions that the buoyant trading conditions of the first quarter could not continue. Although fixed income trading has begun to slacken, other areas held up well.

In investment banking, underwriting revenues rose from \$41m in the second quarter of last year to \$111m. Merger and acquisition fees were up from \$78m a year ago to \$99m.

Investment management fee income rose 25 per cent to \$172m. Proprietary trading activities generated revenues of \$125m, up from \$49m. However, a move to lower the risk profile of its investment securities book in the face of rising US yields, led to a loss of \$51m, compared with revenues of \$33m in the previous year.

Roderick Orum

Deutsche Babcock to offload 'jewel'

By Michael Lindemann in Bonn

Deutsche Babcock, the German engineering conglomerate, has won agreement from creditor banks for an additional \$500m (\$500m) in funds and is planning to sell its stake in Schumag, the engineering company which is its most profitable business.

The money will be used to fund a restructuring programme to streamline Deutsche Babcock's activities and close several loss-making units.

Deutsche Babcock shares rose DM1.45 to close at DM68.50. That compares with DM91 at the beginning of July and DM142.50 at the start of the year.

Mr Heyo Schmiedeknecht, Deutsche Babcock's chief executive, has frequently described Schumag, a company making specialist machinery, as "the jewel in the crown" of the group.

The Aachen-based company reported operating profits of DM14.5m on sales of DM145m in the last financial year ending September 30, a return on sales which ranks among the best in the German engineering sector.

Deutsche Babcock, which had sales of DM8.3bn during the same period, reported operating profits of DM82m.

Some analysts said the sale of Deutsche Babcock's 70 per cent stake in Schumag did not bode well for the company's future.

"If they are selling off the family silver what will be left?" asked Mr Alex Magnus, a London-based engineering analyst at Robert Fleming Securities.

"What remains are the parts of the business that don't command decent margins and that will make the turnaround even more difficult."

Deutsche Babcock's five core creditor banks said they would support the company, while most of its 50 smaller creditor banks have also indicated they would persevere with outstanding funding arrangements.

Earlier this year Mr Schmiedeknecht said he wanted to find buyers for MAW and Kugelbahn, two subsidiaries which were reporting some of the group's highest losses.

However, in recent weeks it has emerged that these companies will now have to be sold.

The closures and related restructuring costs mean that Deutsche Babcock expects a group loss this year of DM400m, compared with a net profit of DM14m a year earlier.

The restructuring is due to be completed by the end of 1997 and the company said it expected to report profits again in September 1996.

Food and drinks group has a strategic dilemma - it's not big enough

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Cadbury hopes a diet of chocolate will help it grow

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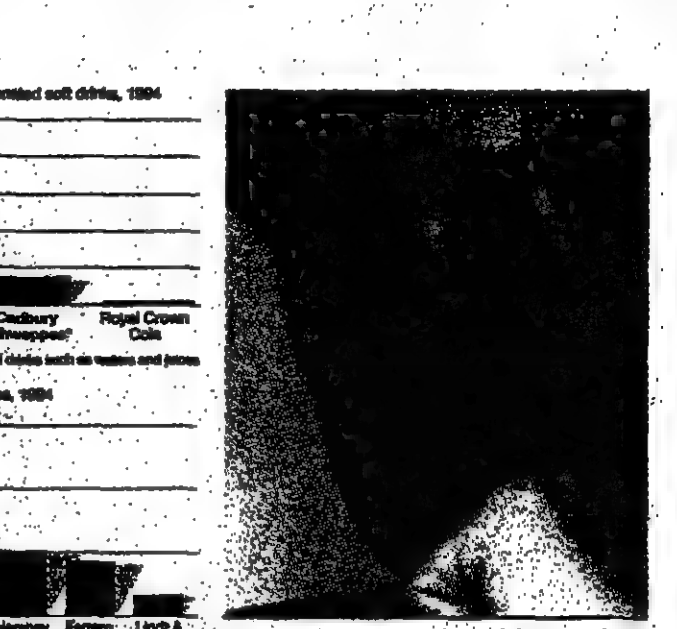
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Barrick bids C\$915m for golden opportunity in Peru

By Bernard Simon in Toronto

Barrick Gold, the biggest gold producer outside South Africa, unveiled a C\$915m (US\$669m) cash bid yesterday for Vancouver-based Arequipa Resources, a four-year-old exploration company whose main asset is a promising gold property in Peru.

Arequipa was expected to respond to Barrick's offer late yesterday. However, other bidders might emerge. Several mining companies are known to have taken a close interest in Arequipa's Pizarra deposit, about 400km north of Lima.

Preliminary estimates indicate that Pizarra contains about 8m ounces of gold. Further drilling is required to delineate "proven and probable" reserves, and assess the feasibility of a mine.

Barrick said yesterday: "It's a

very interesting resource. We would like the opportunity to develop it."

Barrick has offered C\$27 for each of Arequipa's 33.9m shares. The offer is 23 per cent higher than Wednesday's closing price, but below its recent peak of C\$34.75. The offer is conditional on acceptance by holders of at least 50.1 per cent of Arequipa shares.

Arequipa's shares jumped to C\$38.15 in early trading in Toronto yesterday, indicating that the market expected other bids. Barrick shares lost C\$1.10 to C\$38.50.

Analysts said the bid was on the high side, given the relatively sparse knowledge on Pizarra. Mr Bill Belovay, analyst at CIBC Wood Gundy, said: "My sense is there's something bigger than is known on the street."

Barrick, which is controlled by Mr Peter Munk, the Canadian entrepreneur, has a history of finding unexpectedly rich reserves on properties it has acquired.

It has made international expansion its highest priority in recent years. It gained control of the large El Indio deposit in central Chile two years ago, and has sharply increased exploration spending, especially in Latin America, south-east Asia and Africa.

Arequipa's chairman, Mr David Lowell, is credited with discovering the Rancagua copper deposit in Chile, site of what is now one of the world's biggest copper producers.

Mr Lowell owns about 10 per cent of Arequipa's shares. About 12 per cent is held by a Hong Kong investment group.

JP Morgan defies fears of copper trading loss

By Maggie Urry in New York

J.P. Morgan confounded speculation that it had lost \$100m in the Sumitomo copper trading debacle as it posted second-quarter results well above analysts' expectations. Its commodity trading activity broke even.

Net income for the quarter was \$440m, up from \$315m in the same quarter of 1995, and marginally ahead of the first-quarter result of \$439m.

Earnings per share in the quarter were \$2.14, up from \$1.56 a year ago, and from \$2.13 in the first three months. According to the survey of analysts forecasts by First Call, the research firm, the market was expecting earnings per share of \$1.51.

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Roderick Orum

COMPANIES AND FINANCE: INTERNATIONAL

HP warning hits US technology stocks

By Louise Kehoe
in San Francisco

US high-technology stocks fell sharply yesterday morning following Hewlett-Packard's warning that it is seeing a broad slowdown in order growth involving most of its products in many regions of the world.

HP's announcement, which came after the close of trading on Wednesday, raised investor fears of a long-anticipated downturn throughout the information technology sector.

HP's shares fell \$10, or 11 per cent, to trade at \$79 in mid-session. IBM was off \$2, at \$98. Sun Microsystems

dropped 3% to trade at \$50, Intel was down 2% at \$70 and most other technology stocks followed suit.

HP's announcement came as a surprise, because the company has been the strongest performer among large US computer companies over the past two years. During its second fiscal quarter, which ended in April, the company reported a 34 per cent rise in new orders.

Over the past two months, however, order growth had slowed "significantly", HP said. Products affected include "a number of computer products and most of our measurement instruments."

"We're seeing the effects of customers and channel partners [distributors] who are adjusting their inventories and capital spending," Mr. Lew Platt, chairman and chief executive, said. "This slowdown in order growth, as well as intensifying price competition, will hurt our revenue growth and profitability."

HP said business growth slowed over the past two months in the Americas and in the Asia-Pacific region. European markets, weaker during the second fiscal quarter, continued to be slow.

"We don't know yet whether the forces that are affecting our order growth represent a

fundamental shift in the business climate or more seasonal, transitory fluctuations in demand," Mr. Platt said.

HP said that it was difficult to tell, at this point, whether the pattern of slower order growth seen over the past two months signalled a general weakening of market conditions. Company officials conceded, however, that there was concern that this may be a downturn in the market.

The summer months are typically a slow period for computer sales due to European holidays. Moreover, the pattern of orders seen over the past two months "is not outside the realm of normal business fluctuations," HP said.

Other leading US computer companies were precluded from commenting on market conditions because they are in a "quiet period" imposed by the Securities and Exchange Commission immediately prior to their quarterly earnings reports, which are expected over the next two weeks.

The HP announcement, together with lower than expected earnings from Motorola, which reported earlier this week, and anticipation of weak results from the semiconductor sector have, however, set the scene for a broad sell-off of technology stocks. World Stocks, Page 30

Brazilian state to sell 32% share in Cemig

By Stephen Fidler,
Latin America Editor

The Brazilian state of Minas Gerais is in talks with two potential investors over the sale of a 32 per cent share of the voting capital of Cemig, the state electricity company.

Mr. Eduardo Azeredo, the state governor, said yesterday in London that the sale would be completed this year. His government was in discussions with two operating companies - Southern Electric of the US and Chilectra of Chile - over the sale of the strategic stake.

According to analysts at Bear Stearns in São Paulo, the value of the stake at the current market price would be \$540m. Some 16 per cent of voting shares are traded in the market. The company's book value at the end of March was \$1.57bn.

Mr. Azeredo said his government would retain a 61 per cent stake in the utility to ensure completion of a \$400m programme for electrification of poorer rural areas of the state. Cemig, which he described as the most efficient electricity utility in the country, paid a \$88m dividend to the state last year.

Minas Gerais is also moving ahead with privatisation of the two banks it owns. Mr. Azeredo said Merrill Lynch had been appointed to advise on the sale of Credito Real, which had 82 branches, 2,000 employees and 500,000 accounts. It was hoping to raise \$200m-\$300m from the sale, which should be completed this year. It would be followed next by the privatisation of Banco do Estado de Minas Gerais, the state bank, next year.

The governor, a party ally of President Fernando Henrique Cardoso, said he was optimistic about the prospects for a proposal of his that would make Minas Gerais the main beneficiary of the proposed privatisation of the mining giant, CVRD.

The proposal calls for 60 per cent of the sale receipts from CVRD to go to the six states in which CVRD operates, and the rest to the federal government. A quarter of the 60 per cent would go to pay state debts to Brasília, and the rest would be earmarked to finance infrastructure. Under the proposal, which would help provide important political impetus from state governors for the privatisation, Minas would receive 42 per cent of the funds allocated to the state.

Fannie Mae ahead in second term

Fannie Mae, the Federal National Mortgage Association, saw net income rise from \$572.6m, or 52 cents a share, to \$667.8m, or 61 cents, in the second quarter to end-June, agencies report from New York.

Earnings per share in the first quarter were 59 cents. Mr. Lawrence Small, president and chief operating officer, said the increase in earnings per share stemmed from higher guaranty fees, lower extraordinary losses on the call or repurchase of debt, and a reduction in average common shares outstanding.

These factors offset an increase in the provision for losses and an increase in dividends paid on preferred stock, he said. Credit-related losses were \$1.2m less in the second quarter of 1996 compared with the first quarter.

The company said that with the strong first half and continued good growth in business volumes, its full-year financial performance prospects were "extremely bright".

NEWS DIGEST

Gold Fields posts 19% rise to R356m

Gold Fields of South Africa yesterday posted a 19 per cent increase in after-tax profit to R356m (\$52.2m) for the quarter to June, from R298m in the previous period, as the weaker rand brought further respite to the country's most troubled gold mining group.

Analysts said the results, the first of this month's quarterly reporting season, were at the upper end of expectations, although lower yields caused a fall in overall gold production to 23,021kg (24,005kg).

Mr. Alun Munro, executive director, described the group's performance as "fairly positive overall" and quashed speculation that Gold Fields was a likely target for takeover by Gencor, the minerals and metals group. "We are not talking to anybody, and there is nothing in the pipeline that we are aware of."

The group would break even this year if rand bullion prices held at R20,000 a kg, Mr. Munro said. "By R57,000, we will be well into positive cash flow and paying for capex," said Mr. Mark Ashurst, Johannesburg.

Guangdong Kelon plans issue

Guangdong Kelon Electrical Holdings, one of China's biggest refrigerator makers, is to raise some ¥650m when it comes to the Hong Kong market later this month, according to estimates by Citicory International, co-sponsor and lead manager of the deal.

Kelon is the latest H-share issue, or Hong Kong listed China company, to come to the market. It follows Guangshen Railway, whose issue in May netted about HK\$3.42bn (US\$442m) and was heavily oversubscribed, but comes at a time when sentiment on H-shares is more subdued.

According to Kelon's listing prospectus, it expects net profits of at least ¥428m in the year to December. It is issuing 201.35m shares, or around 25 per cent of the enlarged share capital, with an option to issue a further 30.135m shares in case of excess demand. While the pricing range has not yet been announced, the price is expected to be in the range of HK\$3.50.

The bulk of the shares - 85 per cent - will be placed with institutional investors and the remainder offered in Hong Kong. The initial public offer opens on Monday and closes on Thursday, with trading scheduled to start on July 23. China Development Finance Company is co-sponsoring the deal.

Louise Lucas, Hong Kong

Mayne Nickless cancels sale

Mayne Nickless will not proceed with a trade sale of its 24.9 per cent stake in Optus Communications, Australia's second largest telecommunications carrier. The stake, worth around A\$1bn (US\$798m), will now form part of the Optus flotation planned for later this year.

Industry observers were not surprised by yesterday's announcement. Mayne Nickless had made a commitment not to sell the stake to any buyer not meeting the approval of the other shareholders; these include two foreign telecommunications companies, BellSouth, of the US, and Cable & Wireless, of the UK, each holding 24.5 per cent, and a number of Australian institutions. Mayne Nickless said yesterday that, after discussions with the other shareholders, it had been unable to find an acceptable candidate.

The company announced in May that it was planning to sell the stake and concentrate on its core businesses of logistics, express freight and healthcare. It set a deadline of the end of June for expressions of interest from trade buyers.

The four companies which registered an interest are believed to be British Telecom, telecommunications company, and the Seven Network, an Australian television company.

Bethan Eddison, Sydney

Quebecor buys 68% of Altair

Quebecor Printing, North America's second-biggest commercial printer, is expanding again in Europe by buying 68 per cent of Altair, a Spanish magazine and advertising materials printer. The price was not disclosed. The seller was Empresarial ONCE, which will hold the minority shares. Quebecor Printing, part of the Quebecor publishing group controlled by the Peladeau family, already has major operations in the UK and France. It plans further European acquisitions.

Robert Gibbons, Montreal

Lower metal prices hit Alcan

Alcan Aluminium posted a 38 per cent drop in second-quarter earnings because of lower metal prices, but expects improvement late this year.

Net income was US\$112m, or 47 cents a share, down from US\$181m, or 77 cents, a year earlier, on revenues of US\$1.96bn, down 19 per cent from US\$2.43bn. Most analysts had expected earnings of about 55 cents a share. Mr. Jacques Boegle, president, said recent problems in world copper markets had an adverse effect on aluminium and other non-ferrous metals. First-half net profit was US\$257m, or US\$1.52 a share, down 38 per cent from US\$354m, or US\$1.52, a year earlier, on revenues of US\$3.96bn, down 18 per cent from US\$4.83bn.

Robert Gibbons

CIBC Wood Gundy acquisition

CIBC Wood Gundy, the Canadian bank, is to buy a London-based specialist in the trading of oil and natural gas assets as part of an international expansion of its natural resources business.

Lovegrove & Associates was set up by Mr. Martin Lovegrove in 1992 to help companies buy and sell oil and gas properties. It has since been involved in more than 50 projects with a combined value of \$5.5bn.

Last May, CIBC Wood Gundy bought the London-based mining team of brokers James Capel as part of its international expansion.

Lovegrove & Associates has been particularly active in the North Sea and is currently advising on the sale of Sun Oil Britain. It is also handling the sale of British Petroleum's MAST fields, a group of older North Sea fields.

Robert Corbin, London

New chairman for Air Canada

Mr. John Fraser, 66, a well-known Canadian businessman from Winnipeg, will become non-executive chairman of Air Canada when Mr. Hollis Harris retires on August 1.

Mr. Fraser has been a director of Canada's biggest airline for nearly seven years, serving on the board's strategic planning committee. He is also a director of America West Airlines in the US and of the Bank of Montreal and Shell Canada.

During the 1990s Mr. Fraser headed the former Federal Industries, a fast growing conglomerate hit badly in the last recession. He retired from that board in 1995.

He said he would not take part in the daily operations of the airline, leaving that to Mr. Lamar Durrett, president and chief executive. Air Canada must improve its financial results and continue its expansion in the US, European and Asian markets, he added.

Robert Gibbons

PAL speeds up aircraft leasing

Philippine Airlines (PAL), the loss-making national flag carrier, said yesterday it would speed up its \$3.2bn fleet modernisation programme to help restore the carrier to profitability. In advance of the 38 Airbus and Boeing jets it plans to purchase over the next three years, PAL would step up its interim leasing programme from other airlines.

The aircraft, most of which would be "wet-leased" (leased together with pilots and crew), would help PAL improve its Asian and Middle Eastern flight schedules.

The airline, which lost 2.01bn pesos (\$76.8m) in the year to last March, plans to double its capitalisation to 10bn pesos later this year.

Edward Luce, Manila

US copper groups braced for the Sumitomo effect

Lower prices mean earnings are expected to fall sharply in second quarter

The earnings outlook for publicly-traded US copper mining companies has taken a distinctly bearish cast, as analysts revise their revenue forecasts to reflect slumping metals prices.

The US companies are due to release second-quarter results later this month. Their reports will give the first glimpse of the impact of sharply lower copper prices on corporate results.

While world copper prices have rebounded from the low reached a month ago, when Japanese trading group Sumitomo Corp revealed \$1.8bn in losses from copper trading, copper producers are expected to suffer from lower metals prices in both the second and third quarters.

Although most well-managed copper companies have hedged their exposure to copper market declines using put options, the price protection was taken at levels far below their average realised copper prices last year, and will not prevent sharp earnings declines.

On Tuesday, Freeport-McMoRan Copper and Gold, the world's largest copper producer, said it expects second-quarter earnings to be below 20 cents a share, lower than the company's second-quarter earnings last year, and well below the average Wall Street estimate of 28 cents a share.

Although Freeport is one of the lowest-cost copper producers in the world, and its sales of copper and gold were strong during the quarter, the company said its practice of provisional pricing would result in virtually all of its second-quarter copper sales being recorded at a rock-bottom 90 cents a pound.

The announcement sent securities analysts back to their calculators, since most of their estimates for copper company earnings are based on the assumption of an average copper price of about \$1.11 a pound this year.

While that is 22 cents a pound lower than last year's average LME copper price, the Freeport example "shows the true copper price realisations for these companies in the second quarter has little to do with average LME prices," says Mr. Valid Fathi, metals industry analyst for Everen Securities.

Even without the Sumitomo debacle, long-term prospects for copper prices are weak, with output from new mines generating a supply-driven cyclical downturn. CRU, an international consultancy firm that collects metals statistics, estimates world copper production will expand by 9 per cent this year, while western world demand is predicted to remain flat.

W had been bearish before Sumitomo, because of the new supply coming on," says LeAnne Baker, metals analyst for Solomon Brothers. New mining and processing projects require long-term planning, and the recent drop in copper prices has not stalled any expansions. "It doesn't appear that any projects scheduled through 1996 will come under pressure," Ms. Baker says.

Expectations for lower prices continue into next year, with the First Call consensus price, derived from a survey of 15 copper industry analysts, dropping to \$1.01 a pound in 1997, from \$1.11 this year.

Since a fall of one cent a pound in the price of copper can trim 10 cents off the annual earnings per share of a leading copper producer, it is not surprising that analysts expect copper company results to drop sharply this year, and that earnings forecasts remain as volatile as copper prices.

Phelps Dodge, one of the largest US copper companies, is expected to generate \$9.04 a share in operating earnings this year, according to First Call's consensus, and \$6.97 in 1997, down from \$10.42 last year. Wall Street is looking for the company to earn about \$3.10 in the second quarter.

Asarco's operating earnings will drop by nearly 50 per cent, with the First Call consensus for the year at \$2.99, from \$5.87 last year. Analysts expect Asarco, which has copper mines in Arizona as well as significant mining and processing interests in Peru, to report second-quarter earnings of about 82 cents a share.

Cyprus Ammax Minerals, which has large coal and chemical interests in addition to copper mining, is expected to report second-quarter operating earnings at 60 cents a share, down from \$1.31 last year.

Laurie Morse

Swiss Telecom in Malay deal

By James Kyrie
in Kuala Lumpur

Swiss Telecom, Switzerland's national telecom operator, signed an agreement yesterday to take a 30 per cent stake in Mutiara Telecom, one of five Malaysian operators with the authority to route international traffic.

The stake, which cost Swiss Telecom MYR10m (US\$285m), will be obtained by the purchase of new shares in the unlisted Mutiara. Mr. Vincent Tan, chairman of the Berjaya Group, is the biggest shareholder in Mutiara, with a personal stake of 48 per cent.

Mutiara's main attraction for

between Telekom's competitors and foreign operators.

Mutiara plans to use the proceeds from Swiss Telecom's purchase to speed up the expansion of its digital cellular subscriber base and develop a fixed-line network. The company currently has 60,000 customers for its digital mobile phone network.

Malaysia's mobile phone market is growing at more than 30 per cent per year and operating margins are just below 40 per cent, analysts said.

From January 1 1999 Telekom Malaysia must provide equal access for its competitors to its nationwide network.

Swiss Telecom is that it is the only Malaysian operator - bar the former state monopoly Telekom Malaysia - to have satellite earth stations.

Swiss Telecom plans to help Mutiara form corresponding relationships with overseas operators to route international calls through the earth stations. The Swiss company's participation in Unisource, an international carrier, is expected to help it in this objective.

The earth stations are valuable because the landing points for Malaysia's international telecom cables are owned by Telekom Malaysia, precluding the formation of cable-based corresponding relationships

by buying its common stock. The move will result in an after-tax charge of \$457m to Ford's second-quarter profits because of write-downs in the value of loans made to Budget and the value of the non-voting shares.

However, Ford said this would be offset by a \$660m after-tax gain realised through the recent initial public offering of 19.3 per cent of Associates First Capital Corporation, a consumer finance company that Ford owned.

US car manufacturers acquired ownership stakes in car rental companies as a means of securing buyers for their products.

But recently they have sought to quit the industry because severe competition has made it difficult for companies

to turn in a profit.

Ford already owns Hertz, the market leader, having taken a stake in 1987 and acquired full ownership in 1994. Yesterday Ford said Hertz had made after-tax profits of \$106m last year.

In contrast, Budget is understood to have made heavy losses. But last year Ford appointed new managers to the company and hopes to see it return to profit this year.

Mr. David McCammon, Ford's vice president for finance, said: "The car rental business can continue to be a good one for Ford. Hertz has posted record profits in each of the last three years and is clearly the industry leader."

"The steps we're taking today will allow Budget to realise its full potential."

Sony, CBS in TV programming link

By Christopher Perkins
in Los Angeles

Sony's US television arm has linked with the CBS network and a talent brokerage, 3 Arts Entertainment, in a joint venture to produce programmes for prime-time TV.

The deal, which marks a further stage in the vertical integration of the US entertainment industry, is an attempt to respond to competitive challenges raised by recent takeovers and network launches.

The partnership, 3 Arts Television, will give CBS, which was acquired last year by Westinghouse Electric, first refusal on its output. It will provide the network with an experienced production company - without having to buy one - and a supply of writing, acting and directing talent.

Sony, which has an improving track record and is responsible for successful programmes currently running on CBS rivals NBC and ABC, is expected to benefit from its first firm alliance with a major network. Stars under contract with 3 Arts include Jennifer Aniston, of the comedy series *Friends*, Winona Ryder, and Keanu Reeves.

Integration in the industry, encouraged by deregulation which allows networks to own the programmes they show,

has roused fears that production companies without their own networks or at least close alliances, might be excluded.

The Walt Disney purchase of Capital Cities/ABC, for example, provided a powerful blend of production and distribution.

The hiring of group president Mr. Michael Ovitz from his former position at the top of Creative Artists, the biggest talent agency in the US, further tightened Disney's links with the creative community.

Time Warner, currently taking over Turner Broadcasting, responded earlier by setting up its own WB network. News Corporation, owner of 20th Century Fox, has also established the Fox network, which has rattled the established big-three concerns, CBS, ABC and NBC, by making substantial inroads into their market share and appealing strongly to the coveted 18-to-49-year-old age group.

The Seagram drinks group's MCA recently attempted to fill gaps in its portfolio with the \$100m purchase of a 50 per cent stake in Brillstein-Grey, a successful TV production company. The future of a two-year-old joint venture between Disney's ABC and Brillstein-Grey has not yet been decided, although Disney is believed to be disappointed at the lack of hits.

TO FIELD

Reports of the undermentioned companies for the quarter ended 30 June 1996 were released to the relevant Stock Exchanges yesterday and have been published in the press in South Africa today:

Deelfkraal Gold Mining Company Limited
Driefontein Consolidated Limited
Kloof Gold Mining Company Limited
Gold Fields Coal Limited
Northam Platinum Limited

Copies of the reports will be posted to all shareholders of the companies, but are also available to the public from the London Secretaries, Gold Fields Corporate Services Limited, Greencourt House, Francis Street, London SW1P 1DH.

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Matif and DTB consider extending link

By Andrew Jack in Paris

The French and German derivatives exchanges are renewing discussions about the development of a common clearing system for their products, after abandoning more wide-ranging co-operation plans earlier this year.

Matif in Paris and the Deutsche Börse in Frankfurt, which includes the DTB derivatives exchange, are considering an extension to their link, by which German products are traded electronically in France.

In a speech yesterday to a

conference organised by the development and lobbying group Paris Europlace, Mr Jörg Franke, a director of the Deutsche Börse, said: "I think a common clearing system should be developed."

His comments came in the context of a talk on European monetary union, which he said would lead to greater globalisation of financial markets. He suggested the possibility of a European trading platform, uniform monitoring standards and accounting rules, and the harmonisation of clearing and settlement systems.

Mr Franke did not mention specific projects in conjunction with France, and argued that the systems could be harmonised "without this necessarily having to result in a single institution". However, a senior Matif executive confirmed yesterday that a common clearing system was one of several subjects being discussed with his German counterparts.

The developments come after the bodies governing the French and German financial markets announced in April that they were abandoning ambitious plans to form a joint

platform for both derivatives and equities products between the two countries.

The institutions stressed at the time that they were continuing to talk about other forms of co-operation, but have since been quiet. Further decisions and announcements are expected in the autumn.

Earlier discussions between Matif and the DTB - which led to the German trading link in Paris - were broadened after the DTB merged with the Frankfurt stock exchange last year.

The Paris stock exchange

then offered to provide its NSC equities computer system to Frankfurt as part of a wider co-operation. But the Germans decided instead to appoint Andersen Consulting to develop their new system.

Mr Franke said that to reduce costs and improve risk management, there was a need to bring together different "market segments" including the cash and derivatives markets, which would "ideally" be integrated into a European trading platform.

He also warned of the need for improved monitoring.

Roche and Abbott seek Aids drugs go-ahead

By Daniel Green in Vancouver

Roche, the Swiss drugs company, and its US rival Abbott Laboratories plan to ask for approval of a new Aids treatment early next year, after publication yesterday of some of the most promising results released at this week's international Aids conference in Vancouver.

If successful, the two companies could extend their collaboration in research into sales and marketing, said Dr Andre Pernet, Abbott's vice-president of pharmaceuticals products R&D. Such an alliance would provide powerful competition for other Aids drug suppliers, especially Glaxo Wellcome of the UK.

The Roche/Abbott trial combines two of the newest drugs on the market, Roche's Zalcitabine and Abbott's Zalcitabine. The drugs, called protease inhibitors, have in the past only been combined with an older class of drugs, reverse transcriptase inhibitors, which include Glaxo's AZT.

After six weeks of the 48-week trial, the new combination looks as powerful as those involving AZT-like drugs. The AZT-based drug cocktails excited researchers at the conference by cutting the levels of HIV in the blood to below detectable levels in most patients.

Dr Martin Markowitz, of Aids Laboratory at the Aaron Diamond Institute in New York, said the new combination could be especially useful for people who had built up resistance to AZT-like drugs.

Dr William Cameron, of the Ottawa General Hospital, said the immune systems of patients using the drug were also recovering and should continue to do so as the trial progressed. This combination appeared to generate fewer side effects than some others.

The cost of the two drugs at the doses being tested is about \$10,000 a year, against the \$10,000-\$15,000 usually cited for three-drug therapies that include AZT-like drugs.

Even if the combination is not approved by regulators, the drugs are available separately and doctors could prescribe them together.

Separately, Merck and Glaxo released the latest results of their trials of Crixivan with AZT and 3TC, another Glaxo drug in the AZT class.

Six of seven patients who have completed 48 weeks on the trial still have HIV levels below detectable levels. HIV could be detected in all eight people taking only AZT and 3TC for the same period. The first group also has 15 times the level of immune system cells than the second group.

However, significant numbers of patients dropped out because of side effects.

NEWS DIGEST

Kirch, Ruperts may lift Telepiù stakes

Kirch, the German media company, and the Rupert family of South Africa are in negotiations to increase their holdings in Telepiù, the private Italian pay-television company. The talks follow a preliminary agreement between Kirch and Renato Della Valle, an Italian entrepreneur, under which Kirch would buy back Mr Della Valle's 23.4 per cent stake in Telepiù. Telepiù said the stake would then be split to leave Kirch and the Rupert family each with about 45 per cent.

At the moment Kirch, through its subsidiary PTB Pay-TV, holds 33.6 per cent of Telepiù, and the Rupert family 32.5 per cent through Compagnie Internationale des Télécommunications. A further 10 per cent belongs to Fininvest, the private holding company of Mr Silvio Berlusconi, who founded the network. Mediaset, the media arm of Fininvest, has an option on the 10 per cent stake.

Kirch refused to comment on the negotiations yesterday, except to say the group would not reduce its stake in Telepiù. The Italian broadcasting regulator is already investigating Telepiù's shareholder structure, after allegations, denied by Fininvest, that Mr Berlusconi retained control over the network after selling his shares.

Andrew Hill, Milan and Wolfgang Münchau, Frankfurt

Scaglia to head Omnitel

The board of Omnitel Pronto Italia, the Italian mobile phone company, yesterday named Mr Silvio Scaglia, director-general, as the new chief executive, and appointed his predecessor, Mr Francesco Calo, as executive deputy chairman. Mr Calo was named last week as new chief executive of Olivetti, the computer group which is Omnitel's largest shareholder. Omnitel said Mr Calo's duties would include co-ordinating Omnitel's development strategy with other shareholders, headed by Airtouch and Bell Atlantic, the US telecoms companies.

Omnitel began commercial operations last year and now has 300,000 clients for its GSM digital service, in direct competition with state-controlled Telecom Italia Mobile. Mr Scaglia, 37, joined Omnitel last year from Piaggio, the scooter manufacturer.

Andrea Hill

Nasdaq gets first German listing

Qiagen, a small biotechnology specialist, has become the first German company to be listed on the Nasdaq, the US computerised stock exchange. Founded in 1986, it employs nearly 400 people and expects sales of about \$50m this year. It raised a net \$31m through its Nasdaq issue at the end of June. The shares were issued at \$12 and have risen above \$15, giving Qiagen a market value of \$250m.

It specialises in the separation and purification of nucleic acids (RNA and DNA), the large molecules that store and transfer genetic material. About 60 per cent of sales are in the US and 30 per cent in Europe. Net profits rose 86 per cent last year to \$2.4m, with sales up 54 per cent to \$37m.

Andrew Fisher, Düsseldorf

Ballast Nedam slips in first half

Ballast Nedam, the Dutch construction group formerly owned by British Aerospace, suffered an 18 per cent fall in net profits to \$1.8m (\$18.7m) for the first half to June, although revenues rose 18 per cent to \$1.15m. The Amsterdam-listed company, now 48 per cent owned by Hoechst of Germany, said a severe winter had delayed the start of projects, and it expected full-year earnings to approach the \$1.92m achieved in 1995. Turnover at its British construction division had been boosted by Wiltshire - taken over last year - which had not yet contributed to profits. The order book totalled \$1.41bn, against \$1.27bn at the end of 1995. Earnings per share fell from \$1.30 to \$1.34.

Gordon Cramb, Amsterdam

Ursus in deal with 700 creditors

Poland's ailing Ursus tractor plant yesterday won a new lease of life when more than 700 creditors, including the state treasury, agreed to a combined debt swap and write-down deal worth \$77m (\$775m). This is the largest Poland's debt-ridden state-owned industrial sector has seen so far. The plant, which was modernised 10 years ago, exports to the US and sells under the Ursus brand in other markets, such as South Africa. It makes 25 per cent of sales in Poland.

Christopher Bobinski, Warsaw

Bouygues, the French construction group, is selling its 100 per cent stake in road builder Sreg, held through its CPTF unit, to Colas for FF1.4bn (\$337m). Bouygues, through CPTF, has a 59 per cent stake in Colas.

Mannesmann builds up for telecoms race

The group is the leading competitor to Deutsche Telekom, writes Michael Lindemann

The speculation this week about who might win a stake in DBK, Deutsche Bahn's telecoms network, made two things abundantly clear.

First, Mannesmann, the Düsseldorf-based conglomerate that does everything from trading bathroom tiles to making the best-selling Leopard II battle tank, has been richly rewarded for being the first leading German company to move into telecoms, back in 1990.

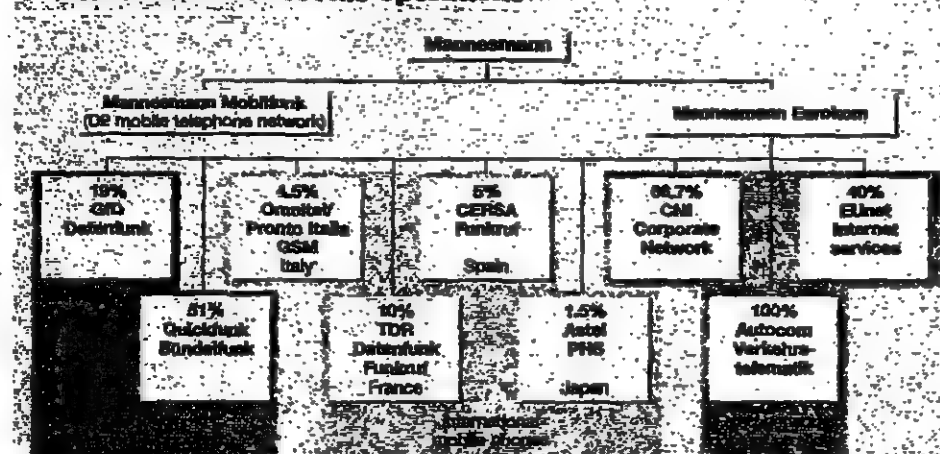
By winning the 48.8 per cent stake in DBK, the group has underlined its position as the leading private-sector competitor to Deutsche Telekom, the state-owned monopolist.

Mannesmann is now also in a position to use its weight as several of Germany's leading companies, including RWE, Veba, Viag and Thyssen, jostle for starting positions in the race to compete with Deutsche Telekom. Industry executives and analysts believe it is increasingly likely that the four private-sector telecoms consortia will fold into two larger groupings, one likely to feature Mannesmann, the other, RWE.

Second, the DBK deal seems to have established how important it is to have a telecoms network which is independent of Telecom operated by Deutsche Telekom.

As it happens, Mannesmann executives have spent much of

Mannesmann's telecoms operations



the past 18 months talking down the value of network capacity. There was the railway network, they said, the networks owned by the electricity utilities, even those that ran alongside Germany's inland waterways. Ultimately, after liberalisation in 1998, there would be so much excess capacity that space on the networks would be traded "like a commodity".

But as the DBK deadline edged closer it seems that Mannesmann rapidly changed its mind. Mr Joachim Funk, who heads the Mannesmann group, including the telecoms business, pulled out all the stops to

persuade Deutsche Bahn that Mannesmann was the best partner for DBK, DB's network subsidiary.

"What Mannesmann realised was that there are not too many assets like that out there so you have to have it," said Mr Chris McFadden, a telecoms analyst at Merrill Lynch, the US investment bank which advised Mannesmann.

But Mannesmann - and other executives close to the talks - were yesterday revealing little about the details of the new joint venture, many of which still have to be finalised.

A final price appears not to have been settled, nor has the thorny question of pension rights for DBK's 6,500 employees, many of whom are civil servants with jobs-for-life guarantees.

While DB would retain a majority stake - because the civil servants could not, under German law, be transferred to a private company - Mannesmann is likely to have management control, given that it is supplying the expertise.

Having established that Mannesmann needs to work out how much it will cost to upgrade DBK's 40,000km slow-speed, analogue network.

Investment bankers suspect Mannesmann may have to raise capital for the task.

DBK has already started converting the network into a faster, digital one which can offer interactive services. It has laid 4,000km of fibre-optic cable and has said it wants to lay 14,000km by the end of 1998. Precedents from the UK, Europe's most liberalised telecoms market, suggest it will be an expensive operation.

Energis, the UK company which has been wrapping fibre-optic cable around electricity cables, has had to spend about £100m (\$165m) to put fibre around 4,000km of cable.

Apart from the fibre-optics, there is the cost of the electronic circuitry to transmit along the fibre and switches to direct the traffic. It is unclear whether it will be more costly to wrap fibre around electricity cables or to lay it along DB's existing network, but one London-based telecoms analyst suggests the operation may cost £100m (\$165m).

Ironically, analysts point out, Mannesmann executives may yet be proved right about "commodity" prices for transmission capacity. The group should end up with a network to rival that operated by Deutsche Telekom - but this may in turn force down the cost of transmitting telecoms services and make it harder for Mannesmann to recoup its investment.

Parmalat prices cash call to raise L370.3bn

By Andrew Hill in Milan

Parmalat's rights issue will raise L370.3bn (\$44m), the Italian dairy products group announced yesterday.

Having announced the outline of the capital increase in May, the company yesterday priced the issue at L1,500 a share, a discount to the closing price of L2,050, and said it would offer one new share for every five already held. The pricing range was set between L1,250 and L1,600.

The proceeds of the issue - plus L160m from the early conversion of warrants - are expected to be used for debt

reduction and to fund further expansion in South America and eastern Europe.

Parmalat has pursued an aggressive expansion strategy in recent years, making acquisitions in South America, which last year contributed 36 per cent of the group's L4,290bn turnover, and investing heavily in marketing its milk products in North America.

In the process, debt has risen by the end of last year to L1,553bn - more than 70 per cent of net equity.

The rights issue should enable Parmalat, which is quoted in Milan but controlled by the founding family, to

reduce this gearing ratio to below 40 per cent.

One analyst said yesterday that Parmalat's growth prospects and margins were sufficient to allow gearing to rise to above 50 per cent without provoking too much concern.

"Provided the debt-equity ratio remains in a certain range, I don't think the market has a problem. In the past, there was a problem because they were acquiring too much and too quickly," he said.

The recent issue of L500bn of five-year floating rate notes on the eurobond market will be used to replace

short-term bank loans, helping to keep financial charges down.

UBS, the Swiss bank which is co-ordinating the issue, said it expected much of the shares to be taken up by existing shareholders. "We're not expecting to see a lot of trading in the rights," said Mr Massimo Armanini of UBS.

In 1995, Parmalat increased net profit by a third from L1,028bn to L1,388bn, although that included extraordinary profits of L15bn, mostly relating to the sale of soccer players by Parma's Serie A club, which is a subsidiary of the group.

US biotech company sets up Swiss unit

By Clive Cookson, Science Editor

CytoTherapeutics, a US biotechnology company, has set up a subsidiary in Lausanne, Switzerland, which it says is the first Swiss biotech company backed by venture capital on the US model.

The company, Modex Therapeutics, is owned 50 per cent by CytoTherapeutics, 35 per cent by its four scientific founders and 15 per cent by investors through Lombard Oliver, a private Swiss bank. Total start-up funding is \$5m. Modex will exploit technologies developed by three univer-

sities in Lausanne, one in New York and CytoTherapeutics itself. Its first targets are anaemia, diabetes and obesity.

The company's "encapsulated cell" approach uses small devices that contain living cells.

When implanted in patients, these cells secrete therapeutic proteins to treat chronic diseases. CytoTherapeutics uses a similar method to treat disorders of the brain and nervous system.

Mr John Swen, vice-president of development and licensing at CytoTherapeutics - and a director of Modex - said the

stake held by CytoTherapeutics in Modex could go up or down as the companies grew, depending on their funding resources and requirements.

"The stake could be diluted as other investors come in, or Modex could become a wholly owned subsidiary of CytoTherapeutics," he said.

Dr Patrick Aebischer, Modex chairman, said there were many reasons - cultural, legal and financial - why entrepreneurial biotech companies had not previously been formed in Switzerland.

But that would change, he said, as more young Swiss

scientists returned from postdoctoral training in the US and realised that the three big pharmaceutical groups in Basel (Roche, Sandoz and Ciba) no longer provided a lifetime's employment in research.

Dr Max Wilhelm, former director of R&D at Ciba, will be chief executive of Modex. He expects Modex to be the first of many biotech ventures in Switzerland - some supported by a SF100m (\$79.2m) fund that Novartis, the new conglomerate formed through the merger of Sandoz and Ciba, will set up to invest in ventures started by its former employees.

In 1995, Parmalat increased net profit by a third from L1,028bn to L1,388bn, although that included extraordinary profits of L15bn, mostly relating to the sale of soccer players by Parma's Serie A club, which is a subsidiary of the group.

Brokers aim to tap Spain's potential

By Tom Burns in Madrid

When Merrill Lynch gave a party earlier this week in Madrid to mark its February purchase of FG, Spain's biggest independent brokerage firm, the assembled guests, drawn from the top tier of the domestic financial community, swapped gossip about which could be the next local firm to be swallowed up by a big Wall Street or European house.

The talk was understandable. In June, the Dutch merchant bank of ABN Amro, a subsidiary of ABN Amro, bought a 30 per cent stake in Beta Capital, a smaller Madrid broker, and last week Schroders, the UK merchant bank, acquired the Spanish unit of Carnegie International.

Views are varied about the shape of the next takeover, but there is a consensus about why there is a sudden interest among global houses in having a strong presence in Spain.

The election of a new centre-right government last March

and the subsequent launch by the ruling Popular party of a wide-ranging privatisation programme has served to focus minds. The government is planning to sell off shareholdings worth, and estimated at Ptas1,000bn (\$23bn) over the next four years.

The disposals alone do not merit the reported \$13.5m (\$28m) that Merrill Lynch paid for FG. Mr Claudio Aguirre, chief executive of the US bank in Spain, says Spain's privatisation is comparatively small when set against planned sell-offs in France, Germany and Italy.

The big financial houses are more interested in a government blueprint for a package of fiscal measures that could profoundly alter the pattern of savings in Spain and the domestic capital markets. The measures seek to encourage pension funds, to channel savings into equities and through capital gains rebates, to prod family-owned companies on to the stock market.

Currently, fund investment in Spain is heavily weighted towards fixed income, for only about 5 per cent of savings under management is routed towards the stock market. Analysts believe that sooner rather than later, as interest rates fall and government borrowing requirements are lowered, equity positions will account for some 35 per cent of domestic savings, in line with the fund investment strategies in continental Europe.

The upbeat scenario is not lost on the foreign houses. "With Carnegie España on board we will be working hard at block trading business on the secondary market as well as competing for the privatisation business," says Mr Javier Salaverri, chief executive of Schroders' Spanish subsidiary.

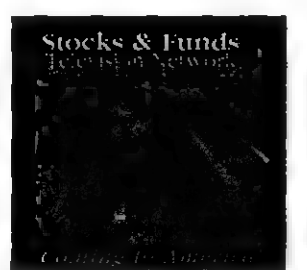
At Merrill Lynch, Mr Aguirre's target is to double the turnover of the US bank in Spain to Ptas300bn by 2000. Mr Aguirre points out that Madrid's Bolsa has considerable room to grow, for at present it

lists less than 100 of the top 500 domestic companies.

The Bolsa's growth potential was sharply highlighted at the beginning of this month when a rights issue by the big hotel management chain Sol Meliá, which floated 43 per cent of the family-owned business, was 33 times oversubscribed with total orders reaching Ptas1.6bn.

"Sol Meliá showed the way ahead," says Mr Luis Kurbe, managing director of BBV Interactivos, the broking arm of the big domestic banking group Banco Bilbao Vizcaya. "A lot of family businesses are going to start thinking about raising fresh capital on the Bolsa."

The expected growth of the Spanish market will probably compensate big Bolsa houses like BBV Interactivos for the business share that will be gained by the foreign houses. But should the Madrid gossip be borne out by a new spate of foreign acquisitions, the competition for the Spanish cake will become cut-throat.



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SUMITOMO BANK

For the past several weeks, the number two book on the New York Times best-seller list has been a work on management. It sits oddly between its upper and lower neighbours, the memoirs of a basketball player and yet another exposé of the O.J. Simpson trial. For while America turns out books on management in stunning profusion these days, they are rarely the stuff of popular culture.

Scott Adams's *The Dilbert Principle* is unusual in two respects. Adams is a professional humorist, whose Dilbert cartoons are syndicated in the American press. Also, management books are generally about managing. This one is about being managed; or rather, being re-engineered, downsized and generally messed about.

The success of the book is based largely on the quality of its jokes, but it also says a good deal about the mood of the American workforce. Adams is not one of your whimsical escapists; his view of office life leans rather to the grimly authentic.

He himself is the proud survivor of 17 years working in a cubicle for California's local phone company. Since his escape, he has been kept up to date by other inmates of corporate America, who send him bulletins on managerial folly over the Internet.

Decades ago, Adams reminds us, people believed in the Peter Principle, which stated that managers were promoted one step beyond the limit of their competence. Adams regards these days with fond nostalgia: a time when, as he puts it, "you had a boss who was once good at something".

Instead, he now proposes the Dilbert Principle. This says that the least effective workers get systematically moved to management as the place where they will do least harm. "Leadership", Adams says, "is nature's way of removing morons from the productive flow".

There is supporting evidence from



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Dilbert's view

Tony Jackson on a new book about being managed

his e-mail correspondents. One anonymous high-tech company, we are told, introduced two programmes simultaneously: one for "individual dignity enhancement", the other for random drug testing. In another company, an employee proposed the setting of priorities as a means of best-employing scarce resources. His manager's response: "Why can't we concentrate our resources across the board?"

Adams also points to the managerial habit of uttering absurdities and expecting to be believed. An obvious case is the corporate mission statement, which he brisily defines as "a long awkward sentence which demonstrates management's inability to think clearly".

He is more exercised by what he bluntly terms Great Lies of Management. Any experienced employee will recognise the kind of thing he means: "We reward risk-takers". "I have an open-door policy". "Employees are our most valuable asset".

Take the last of these, he says.

Suppose your departmental head breaks his chair, and there is no money in the budget for a new one. Will he: 1) sit on the floor till the next budget cycle; 2) settle for a lower-status chair; 3) omit to fill the next departmental vacancy and buy a new chair from the savings?

Or take the statement "our future is bright". How likely is it that your boss can foretell the future? And if he can, why is he working for your company instead of making a fortune playing the stock market?

In Adams's cartoons, managers are drawn in the latest neoromantic mode to a candle. "I've decided to use humour in the workplace," the boss tells a group of workers. "Experts say humour eases tension, which is important in times when the workforce is being trimmed." "Knock knock." "Who's there?" "Not you any more."

There is a serious point behind all this. Conventional books on management often carry a hint of fraudulence. Their tone of simplified promise - *Eight Winning Strategies*, *Ten Vital Trends* and so forth - is

too reminiscent of those popular magazines which offer five easy ways to a smaller belly or a better sex life.

As a general rule, people who can follow a simple slimming regime do not get fat in the first place. On the same principle, those managers whose companies stand in need of radical change may not be the best people to effect it.

Despite that, the restructuring of corporate America continues apace. This must be beneficial overall, and in some cases is spectacularly successful. Logic also suggests that Adams must be right, and that much of the time the bunglers are in charge.

Karl Marx might have seen this book and its reception as a protest against the inequities of late 20th century capitalism. The reality is nothing of the sort: but it is good to see that the foot soldiers in America's corporate revolution, like Russians under the commissars, have not lost their sense of humour.

*HarperBusiness, \$20.00.

Talking about communication

It's good to talk. But while excellent internal communications can make a real difference to the performance of an organisation, putting an effective system in place is not so easy.

According to a study* of best practice by Lumina, management consultants specialising in building communications during times of corporate change, there may be numerous barriers to overcome if the right message is to get through to all employees.

These can include the need to protect confidentiality, countless hierarchical layers and a readiness to use technology rather than face-to-face contact.

But Lumina's study of commun-

cations systems within 31 of the UK's biggest companies also highlights more worrying obstacles. These include the presence of corporate "fiefdoms" more interested in internal than external competition, lack of trust in management which prevents employees in high-achieving, "macho" companies from speaking out and poor personal communication skills.

Too many organisations simply

appear not to attach sufficient importance to communicating, blaming lack of time. This attitude is reflected both in people's attitudes and in supporting mechanisms, such as an approach to appraisal and performance management which pays scant attention to communication skills.

Whatever the reasons for bad communications, the chief executive officer is picked out as the person who must play a critical role in getting things right, although he or she does not necessarily have to dedicate enormous amounts of time to the issue.

Active and visible involvement is vital. The chief executive should be ready to go on "walk-about" around his empire and must act as a role model in terms of openness and accessibility to people. "Lip service is not enough," the report insists.

**Communicating Companies. A study of Best Practice in Internal Communications.* Lumina Consulting, Chequers Hill, Amersham, Bucks HP7 9DQ.

Michael Cassell

Too much sodium in the diet raises blood pressure but too little is also dangerous, says Carol Cooper

Grains of truth about a pinch of salt



Sodium is essential to blood pressure regulation but excess dietary salt, according to a lecture I attended as a medical student, is dangerous. We struggled to keep awake and I recall thinking that proselytisers about salt and blood pressure were as exciting as the insipid diets they advocated.

That salt helps regulate blood pressure is beyond doubt, but does eating too much of it cause hypertension (high blood pressure)? To elucidate this, an independent, international study, Intersalt, looked at the salt - or, more exactly, the sodium - balance of more than 10,000 people in 32 countries.

The results, recently published in the *British Medical Journal*, support a strong link between excess salt and hypertension, and also suggest that a habitually high salt intake is one reason that blood pressure rises with age in most parts of the world.

Moreover, Intersalt data indicate that, if adults were to cut their salt intake by 50 per cent or more, their blood pressure would drop and they might have substantially less heart disease and fewer strokes.

Almost all the published evidence points the same way. In one study, the inhabitants of an entire Portuguese village reduced their salt consumption, lowering their blood pressures significantly when compared with another village. In adult patients with hypertension, small restrictions in salt can cause a worthwhile drop in blood pressure, similar to the effect of some blood pressure pills - but this does not work for everyone, and may do little for hypertensive patients under 45.

Conclusive proof is one thing that Intersalt and other studies do not provide. It has also been proposed that a high salt intake might worsen osteoporosis (brittle bones), and that it could aggravate or precipitate asthma - all this is speculative and to date salt has

not been shown to be the bogeyman some people suggest.

In 1994 one of the groups advising the UK government's Committee on Medical Aspects of Food Policy recommended a reduction in daily salt intake from 9g to 6g. This never became official policy in Britain although other countries, such as the US and Scandinavia, have low-salt recommendations.

One snag is the difficulty of reducing salt in the diet. Many people eat far more than the average - anyone on 12g daily would find food very dull with much less. It can take a month or

expensive, and with a few exceptions - Heinz, for instance, makes low-salt varieties of some foods - the food industry shows little enthusiasm for reducing salt content.

The Salt Institute in the US has tried to discredit some of the evidence by arguing that the latest Intersalt study was flawed in its analysis. This seems unlikely. But the Salt Institute is right in believing that the issue can only be firmly resolved by changing a population's salt intake and seeing what happens. Salt may be important but it is not the only factor. Both weight



Salt is important in regulating blood pressure but it is not the only factor

more to get used to the taste of low-salt food even after adding pepper, herbs, garlic or lemon juice to spice it up.

Then there is hidden salt. It is possible to avoid adding it at table, but about three-quarters of the salt in the western diet comes from processed foods.

Although there are now alternatives to salt as a preservative, we seem unable to do without it and other sodium-containing additives.

Bread and convenience foods are leading sources of salt in Britain - the average fish pie contains 1g of sodium per portion. Other flavourings that live on the taste of prepared food are much more

and heavy drinking put up blood pressure. And it might be unwise to reduce salt too much during hot weather because some is lost in perspiration. Normally,

replacement by dietary salt is easy because common foods contain so much. But anyone who loses their appetite in hot weather may suffer the effects of too little sodium - although the body acclimatises to hot weather by producing sweat with a lower salt content.

Anyone on a very low-salt diet should be aware of the symptoms of salt deficiency - lethargy, headache, giddiness and muscle cramps.

The author is a London GP.

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Company Court

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and
IN THE MATTER OF
THE COMPANIES ACT 1985

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July 12, 1996

INTERNATIONAL CAPITAL MARKETS

Record guildler issue on day of varied borrowing

By Samer Iskander

The primary market was very active yesterday, with different types of issuers borrowing in a wide range of currencies.

Cades, the government agency set up to manage the French social security's accumulated deficits, issued the largest guildler-denominated bond to date. The lead manager, ABN Amro, will guarantee liquidity on the issue by maintaining a bid/offer spread of no more than 0.07 for trades of up to €150m. The deal was mainly aimed at Dutch institutional investors, pension funds in particular, which are expected to buy about 70 per cent of the total amount.

The pricing, at a yield of 12 basis points over the interpolated curve of Dutch State Loans, was deemed "on the tight side". One banker said "it would have been easier to sell at [a spread] closer to 20 basis points". The proceeds were reportedly changed on the spot foreign exchange market into French francs, which means that Cades will carry the currency risk over the life of the bonds. "Once you add the currency risk to the price, the

final cost to Cades becomes higher than what it can achieve in francs," said a French banker. "They [Cades] might be hoping that [the bonds] mature, the final repayment will be made in Euros, which is likely to be cheaper" relative to French francs. Since the initial stages of its FF140bn refinancing, Cades has been hinting that it would tap a wide range of markets and currencies.

INTERNATIONAL BONDS

Two kingdoms, Spain and Morocco, tapped the French market for FF15bn and FF1.5bn respectively. Priced at a yield spread of 10 basis points over the 10-year OAT, the Spanish issue proved hard to sell according to a majority of banks participating in the syndicate. One syndicate manager said the "spread was too tight by at least 5 to 7 basis points". The lead manager, Société Générale, admitted that the "paper is expensive", but felt confident the issue "will be placed, although it could take a while".

The Moroccan issue was more exotic. Caisse Française de Développement, a French government agency with a Triple-A credit rating, guarantees the principal amount as well as 65 per cent of interest payments; as a result the guarantee covers 90 per cent of all cash-flows on the issue. With a spread of 48 basis points over French OATs, the deal was targeted at "investors looking for a decent yield with limited risk", said Banque Paribas, the lead manager. Other bankers said demand was modest, and mainly from Switzerland and the Middle East.

Elsewhere, IBM made a return to the eurobond market after an absence of almost three years. CSFB lead managed the issue of \$250m of 3-year bonds. The combination of "a household name" and a 5% per cent coupon aimed the deal at retail investors.

The Kingdom of Sweden also innovated, in the Lira sector, by issuing the first floating rate notes whose coupon is linked to the yield of German Italian Treasury bills. The deal was structured to take advantage of differences in interest rate volatilities. Favourable

New international bond issues

Borrower	Amount	Coupon	Price	Maturity	Fee	Spread	Bookrunner
ABN AMRO	250	6.50	99.99	Aug 1998	0.20%	+150/140-00	CS First Boston
ABN AMRO	250	6.50	99.99	Aug 1998	0.20%	+150/140-00	CS First Boston
ABN AMRO	250	6.50	99.99	Aug 1998	0.20%	+150/140-00	CS First Boston
ABN AMRO	250	6.50	99.99	Aug 1998	0.20%	+150/140-00	CS First Boston
ABN AMRO	250	6.50	99.99	Aug 1998	0.20%	+150/140-00	CS First Boston
ABN AMRO	250	6.50	99.99	Aug 1998	0.20%	+150/140-00	CS First Boston
ABN AMRO	250	6.50	99.99	Aug 1998	0.20%	+150/140-00	CS First Boston
ABN AMRO	250	6.50	99.99	Aug 1998	0.20%	+150/140-00	CS First Boston
ABN AMRO	250	6.50	99.99	Aug 1998	0.20%	+150/140-00	CS First Boston
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market conditions allowed the lead manager, Deutsche Morgan Grenfell, to offer investors a positive margin over the benchmark T-bills, while giving the borrower a sub-libor all-out.

Elsewhere, the European Investment Bank added a small - Eurobim - tranche to an existing issue maturing in

Treasuries gain from sharp fall in stock prices

By Antonio Sharpe in London and Meggie Ury in New York

European government bond markets jumped in the late afternoon on the back of a rally in US Treasuries. The markets had earlier been steady to lower, after the Bundesbank decided to keep rates unchanged at its fortnightly council meeting.

US Treasuries were gainers from a sell-off in the equity market, as investment managers switched from stocks to fixed-income securities.

After falling earlier, the bond market recovered later in the morning as the switching activity caught traders with short positions. However, the general gloom constrained prices. By midday the long bond was back to opening levels, at 84 1/2 yielding 7.074 per cent, while at the short end the two year note was also unchanged at 98 1/2 yielding 6.283 per cent. The September treasury bond future rose 1/4 to 107 1/4.

The sharp fall in stock prices, with the Dow Jones Industrial Average down nearly 100 points at mid-morning, encouraged a "flight to safety", traders said. Mr Philip Jordan, of Daiwa, said there had been a shift into the short-dated securities, with maturities of five years or less.

However, he expected that if the stock market continued to suffer badly, investors might buy even shorter dated paper. The bond market is still expecting the Federal Reserve to increase its target interest rate, although today's producer price figures are expected to show inflation is still low. Some believe that until there is firm evidence of a rise in inflation the Fed will be reluctant to move.

UK gilts were marginally disappointed by the retail prices data for June which saw the annual rate - excluding mortgage payments - unchanged at 2.8 per cent, compared with expectations of 2.7 per cent. Although inflation is longer than expected to moderate, analysts were not concerned about yesterday's numbers since they expect further falls in inflation.

GOVERNMENT BONDS

Gilts were also held back by rumours of a strong CBI survey, due to be published today, but were then lifted by the US market. The market is looking ahead to next Tuesday's announcement of the details of this month's £42m dual auction of short- and long-dated gilts.

The Bank of England's tap issuance of index-linked paper totalling £350m yesterday caught the attention of analysts who remarked that once these bonds were sold, the Bank would have carried out more than half of this year's index-linked issuance.

On 14th, the September long gilt future shot up to the day's high of 107 1/4 in late afternoon, up 1/4 on the day, in turnover of about 38,000 contracts.

German government bonds rose about a quarter-point on the back of Wall Street, after showing little movement earlier in the day because of the uneventful Bundesbank meeting. Next week's publication of M3 data and the Ifo business confidence survey should provide the market with fresh direction. On 14th, the September bund future rose 0.21 points to 95.79 in turnover of about 75,000 contracts.

Bradys turn in best performance since Mexican crisis

By Richard Lapper, Capital Markets Editor

Emerging market bonds escaped largely unscathed from the sell-off in the US Treasury market last Friday and have subsequently outperformed, with the stripped spread over Treasuries yesterday falling to its lowest level since before the Mexico devaluation crisis of 1994.

The average stripped spread - which measures the spread on the Brady price less the value of the zero coupon Treasury bond against which it is collateralised - of Brady bonds fell from 755 basis points on Wednes-

day to 745 basis points by the London close yesterday, according to West Merchant Bank.

The rally in the long bond has proved beneficial for par bonds, with many traders preferring the fixed rate instrument to floating rate discount or interest arrears bonds. So far this week the price of these fixed rate instruments has risen by 2.3 per cent compared with a 1.3 per cent rise in the floating rate bonds, according to WMB's price index.

The move runs against the trend for the year which has seen floating rate paper rise by 14.3 per cent compared with a 2 per cent increase for fixed

rate. Otherwise, a roller-coaster performance by Ecuadorian Brady, one of the smaller Brady markets, was the outstanding feature of the week. Ecuadorian Brady tumbled on Monday following the presidential election of Mr Abdala Bucaram, seen by some as an unpredictable populist politician.

Ecuadorian Brady dropped by 6.5 per cent on Monday but has subsequently clawed back some of this ground, partially as a result of the strength in the Treasury market and some short covering trades. In addition analysts point to buying by local investors.

The past two interest bond, the most widely-traded Ecuadorian Brady, fell from its Friday close of 45 1/2 cents to 41 1/4 on Monday evening, but climbed back to a London close yesterday of 43 1/4.

Mr Jerome Booth, head of emerging market research at ANZ, said that positive news from Mr Bucaram appoints his cabinet could further buying of Ecuadorian paper, predicting that the Brady bond could rise to more than 50 cents in the next few weeks.

Brazil has also performed relatively strongly partially on reports indicating the possibility of a buy-back or

swap along Mexican lines. The price of C bonds rose yesterday by more than half a point to a bid price of 62.85, while par bonds gained 1/4 to a bid of 55 1/4 on these expectations. Some analysts, however, questioned the usefulness of a buy-back for Brazil on the attractions of such a deal for investors, who can already buy non-collateralised long-dated Brady paper in the form of C bonds.

Mr Peter West, economic adviser at West Merchant Bank, said "The market is focusing on the possibility of Brady swap option. But don't be surprised if Venezuela gets there first."

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

Coupon	Red Date	Price	Day's change	Yield	Week ago	Month ago
Australia	10.000	107.040	+0.280	6.88	6.88	6.88
Belgium	8.000	107.040	+0.280	6.88	6.88	6.88
Canada	7.000	107.040	+0.280	6.88	6.88	6.88
Denmark	8.000	107.040	+0.280	6.88	6.88	6.88
France	8.000	107.040	+0.280	6.88	6.88	6.88
Germany	8.000	107.040	+0.280	6.88	6.88	6.88
Italy	8.000	107.040	+0.280	6.88	6.88	6.88
Japan	8.000	107.040	+0.280	6.88	6.88	6.88
Netherlands	8.000	107.040	+0.280	6.88	6.88	6.88
Portugal	8.000	107.040	+0.280	6.88	6.88	6.88
Spain	8.000	107.040	+0.280	6.88	6.88	6.88
Sweden	8.000	107.040	+0.280	6.88	6.88	6.88
UK Gilts	8.000	107.040	+0.280	6.88	6.88	6.88
US Treasury	8.000	107.040	+0.280	6.88	6.88	6.88

London closing. "New York mid-day." "Gross (including withholding tax at 15.5 per cent payable by nonresident)." "Source: M&I International."

US INTEREST RATES

Rate	Yield	30-year	10-year	5-year	1-year
100	6.88	6.88	6.88	6.88	6.88
101	6.88	6.88	6.88	6.88	6.88
102	6.88	6.88	6.88	6.88	6.88
103	6.88	6.88	6.88	6.88	6.88
104	6.88	6.88	6.88	6.88	6.88

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treasuries gain
on sharp fall
in stock prices

GOVERNMENT
BONDS

MARKETS REPORT

Falling Wall Street nudges dollar lower

By Robert Chote

A sharp fall in Wall Street share prices pushed the dollar slightly lower in yesterday's late European trading, nudging it to 1.5657. The dollar spent most of the day in a narrow range, with the pound gaining 0.22 pence to 1.5657. Against the Japanese yen, the dollar edged up to 107.25, after a fall of 0.10 pence to 107.15 on Monday.

With the Dow Jones industrial average falling nearly 100 points by the New York mid-morning the dollar was sold against both D-marks and Swiss francs. But long yen positions bolstered the dollar against the Japanese currency. The Dow's fall also weakened the Mexican peso.

Mr Jean Arthuis, the French

finance minister, noted that the Group of Seven leading industrial nations had been satisfied by the dollar's rise since last year, but he told an investment conference that there was still scope for the US currency to strengthen further. Figures from the US labor department showing a 380,000 rise in initial jobless claims in the first week of July had little impact on the currency. This was the highest figure since April 20, but only 14,000 higher than Wall Street economists had on average expected.

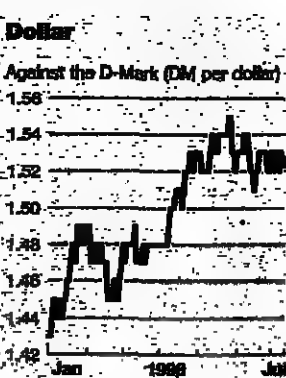
There was little movement among the European currencies, with the Bundesbank fulfilling expectations by leaving interest rates on hold. Sterling shed a tenth of a pence to 1.5657, while the

French franc rose a tenth of a centime against the D-mark to 166.384. The D-mark was unchanged against the Italian lira at 1,936.

Mr Howard Davies, the deputy-governor of the Bank of England, predicted yesterday that France and Germany would not meet the government borrowing targets laid down for participation in a single European currency, unless they did more to cut public spending or increase revenues.

In a speech to lawyers in Cambridge, England, Mr Davies drew out forecasts by the Organisation for Economic Cooperation and Development, concluding that the unfavourable economic slowdown over the past year had put budget deficits under pressure.

Mr Davies also warned that it would become "extremely difficult" to make necessary structural adjustments to labour markets once countries were participating in a single



currency. The required steps therefore had to be taken before EMU got under way.

The dollar has been little affected in recent days either by complaints from US exporters that it may be too strong or by a research paper from the US Federal Reserve which has undermined expectations of a near-term rise in interest rates.

"Dollar/D-mark is still propped up by central banks and the fundamentals will be increasingly against it", said Ms Alison Cottrell, at PaineWebber. She noted that Mr Arthur's support for a stronger dollar was only significant to the extent that it mirrored the views of the Bundesbank. In a few weeks time the Bundesbank would have to live as well as bark if it wished to keep the dollar up, Ms Cottrell added. During the holidays any comment from the Bundesbank suggesting that the dollar had risen enough could have a big impact.

Mr Ian Gurner, at Chase, said that the dollar was looking top-heavy. He predicted that there might be a correction to come, although it would not be a big one. Mr Kit Juckes, at NatWest Markets, said that Mr Alan Greenspan, the Fed chairman, could send the dollar higher if he talked tough at this month's Humphrey Hawkins testimony.

"We are creating good conditions for another dollar rally". Technical analysts are looking for the dollar to get back above Y110.50, otherwise it could drift lower. Mr Mark Cliffe, at HSBC Markets, predicted that the dollar was more likely to fall below Y110 than to strike out for Y130.

Sterling's trade-weighted index ended the day unchanged at 85.5 per cent of its 1990 value. June's UK inflation figures came in much as expected, with the headline rate edging down from 2.2 to 2.1 per cent in June. Currency strategists remain nervous of further base rate cuts, given the chancellor's lack of scope for fiscal relaxation.

POUND SPOT FORWARD AGAINST THE POUND

Jul 11	Closing mid-point	Change on day	Settlement	Day's high	Day's low	One month	Three months	One year	Bank of England
Europe	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Australia	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Canada	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Denmark	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
France	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Germany	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Greece	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Ireland	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Italy	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Japan	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Luxembourg	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Netherlands	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Norway	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Portugal	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Spain	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Sweden	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Switzerland	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
UK	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
USA	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Other	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Jul 11	Closing mid-point	Change on day	Settlement	Day's high	Day's low	One month	Three months	One year	J.P. Morgan
Europe	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
Australia	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
Canada	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
Denmark	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
France	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
Germany	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
Greece	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
Ireland	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
Italy	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
Japan	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
Luxembourg	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
Netherlands	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
Norway	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
Portugal	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
Spain	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
Sweden	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
Switzerland	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
UK	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
USA	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089
Other	10.7089	-0.0007	107	107	10.7089	10.7089	10.7089	10.7089	10.7089

CROSS RATES AND DERIVATIVES

Jul 11	Closing mid-point	Change on day	Settlement	Day's high	Day's low	One month	Three months	One year	Bank of England
Europe	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Australia	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Canada	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Denmark	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
France	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Germany	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Greece	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Ireland	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Italy	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Japan	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Luxembourg	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Netherlands	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Norway	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Portugal	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Spain	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Sweden	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Switzerland	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
UK	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
USA	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Other	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389

EUROPEAN CURRENCY UNIT RATES

Jul 11	Closing mid-point	Change on day	Settlement	Day's high	Day's low	One month	Three months	One year	Bank of England
Europe	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Australia	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Canada	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Denmark	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
France	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Germany	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Greece	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Ireland	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Italy	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Japan	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Luxembourg	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Netherlands	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Norway	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Portugal	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Spain	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Sweden	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Switzerland	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
UK	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
USA	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389
Other	18.5389	-0.0002	907	907	18.5389	18.5389	18.5389	18.5389	18.5389

UK INTEREST RATES

LONDON MONEY RATES									
Jul 11	Over- night	7 days	One month	Three months	Six months	One year			
Interest Starting	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4			
Storing CDs	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4			
Transferable	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4			
Savings Rate	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4			
Bank Bills	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4			
Local authority dep.	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4			
Discount Market dep.	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4			

UK clearing bank base lending rate 5 1/2 per cent from June 6, 1986

Up to 1 month	1-6 months	6-9 months	9-12 months
5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4	5 1/2 - 5 3/4

COMMODITIES AND AGRICULTURE

Fischler may reveal meat market plan next week

By Neil Buckley in Brussels and Deborah Hargreaves in London

Mr Franz Fischler, the European Union agriculture commissioner, may unveil as early as next week his plans to curb beef production and rebalance the European beef market in the wake of the "mad cow disease" crisis.

Although ministers had given Mr Fischler until September to present the plans, the commissioner is keen to publish them before the commission's August recess, so that action can be taken quickly in the autumn. He warned this week that "urgent measures" were needed to rebalance supply and demand - with beef consumption down 11 per cent since the mad cow crisis began - to safeguard the jobs of millions of producers.

Several adjustments to the market are understood to be under discussion, although the final shape of the plans is still to be decided. Measures include raising premiums paid for calves sent to slaughter, and reducing the weight limits for cattle brought into the EU - in other words, to support the market - by the European Commission.

Another plan already proposed as part of this year's reform of beef pricing includes abolishing the second of the two premiums, or subsidies, that farmers receive on cattle, and increasing the first premium. That might persuade farmers to slaughter cattle at a younger age, so reducing slaughter weights.

Officials are also looking at stocking rates, or the number of cattle per hectare on which

farmers are entitled to receive premiums.

Costs of the programme have yet to be determined, but the commission has repeatedly warned that no further funding for the beef market is available from this year's budget. Officials say the programme may have to be funded by reducing subsidies to arable farmers.

EU ministers have already complained that arable subsidies are too high, as the anticipated price cuts they were designed to compensate for have not occurred.

If Mr Fischler's plans were published next week, they could be given a first reading by EU agriculture ministers at a meeting scheduled for July 22. But the European Parliament must give an opinion before they can be voted on by ministers - likely to postpone a vote until September.

The crisis over bovine spongiform encephalopathy will slash farm incomes in the EU by €2.1bn or 3.6 per cent next year, according to a report by Produce Studies Group, a food consultancy. This wipes out much of the 4.6 per cent jump in earnings that occurred from 1994 to 1995.

"Clearly, some farms are suffering a disastrous income loss such as specialist mature beef herds in the UK and beef lots in Italy," said Mr Tony Houghton, director of Produce Studies. Other producers such as pig farmers were benefiting from a rise in demand and prices, but, overall, the farming industry would suffer a net loss, Mr Houghton said.

The drop in incomes is expected to result from a 1.1m decline in beef consumption next year compared with 1995.

In a report to be released on July 24, the group estimates that pigmeat demand will rise by 745,800 tonnes next year and poultry by 334,700 tonnes or 216m birds as consumers switch from beef.

Mr Houghton estimates that, over the medium term, beef consumption will be 20 per cent lower in Germany and Italy and by 2000, it will be 10 per cent lower than in 1995.

The UK will see demand for beef recovering from 10 per cent down on 1995 to 5 per cent down by 2000 with all other EU countries seeing consumption 7.5 per cent lower in 2000 than last year. The EU cattle population is expected to fall by 1.7m animals by 2000. France is expected to see the biggest drop in its cattle production with beef output declining by 650,000 tonnes by 2000.

However, the drop in production is unlikely to keep up with the decline in beef demand, leading to a continued build up of stocks in EU intervention stores. Mr Fischler warned this week that the BSE crisis was likely to lead to stocks of 600,000 tonnes in intervention stores by the end of the year.

The EU has a limit on the amount of subsidised beef it can export on world markets imposed by the General Agreement on Tariffs and Trade, making it difficult for the EU to dispose of stocks. This limit is set at 1m tonnes for this year, falling to 823,000 tonnes by 2000, making it crucial for the EU to cut beef production.

EU Meat Markets Beyond the Score: The Medium Term - From Produce Studies, Northcraft House, West Street, Newbury Berks. RG14 1HD. Tel: 44 (0) 1635 46113

Soyabean futures prices soar in Chicago

By Laurie Morley in Chicago

Soyabean futures prices soared on the Chicago Board of Trade yesterday, extending a four-day rally, as traders considered the prospects for the US's freshly-planted soyabean crop.

The beans, used principally to supply vegetable oil, with the remaining meal supplying high-protein feed for beef and pigs, are a critical factor in rebuilding US grain stocks this year.

CBOT traders pushed prices higher as meteorologists scaled

back their outlook for weekend rains in the eastern corn (maize) belt, where the bulk of the nation's soyabean are grown.

"The eastern corn belt has had below-normal precipitation, and the forecasts for this weekend are dry," said Mr Paul Matthews, grains analyst for the brokerage firm, Refco. With late-planted soyabean just emerging, traders believe that unseasonal dryness could trim yields.

Talking that China had purchased between 100,000 and

200,000 tonnes of US soyabean for shipment in August and was also in the market for soyabean meal gave further support to prices, although traders said the rumours, which had not been confirmed, had been circulating in the grain pits for several days, diminishing their impact yesterday.

Prices for soyabean for November, the first new crop, delivery were up 60 cents per bushel for the week by midday, touching \$7.87 a bushel and after easing back early in the

afternoon they rallied to settle at that level, up the permissible 30 cents daily limit from Wednesday's close.

"The next three weeks are a critical development period for soyabean," said Mr Dale Gustafson, Smith Barney's commodity analyst. With stocks of other feedgrains, particularly maize, critically short, the markets are unusually concerned with the progress of the new crop. "We're counting heavily on big recoveries in production this year, and we need everything to go right with the new

crop," Mr Gustafson said. "So far, very little has gone right." Analysts said today's US Department of Agriculture crop production report is expected to show only small adjustments to the government's June estimates of acreage planted to maize and soyabean and should not have a major impact on market sentiment.

CBOT maize and wheat futures were also strong yesterday with the former gaining 12 cents at \$4.21 a bushel and the latter 15 cents to \$5.07.

Tribal violence stalls Indian gas search

Kunal Bose reports on exploration and production problems in the state of Tripura

Tribal violence in the north-east Indian state of Tripura has seriously hindered efforts to develop the region's gas resources. The Oil and Natural Gas Commission, India's largest hydrocarbons group, wants to drill new gas wells but it is finding it difficult even to produce gas from many of its existing facilities in the face of sustained violent campaign by the tribal insurgent groups.

The ONGC, which has discovered the country's second largest non-associated gas reserve in Tripura and invested over Rs6.2bn (\$1.7bn) there, is not venturing into areas where the writs of All Tripura Tiger Force and the National Liberation Front of Tripura run.

The law and order situation has deteriorated in the last few years," says Mr Kharak Singh, general manager of ONGC. "Two of our officers were kidnapped in July 1995 near the drilling site at Adab and then again in an ambush at Agartala Dome, close to the state capital, six security people were killed. Besides threat and violence, the insurgents are resorting to large-scale stealing of materials from the work sites. Even then, we are not thinking of pulling out of the state."

Although the state govern-

ment has stepped up security for ONGC staff the company has suspended drilling in a number of places, including Baramura, the most promising gas-bearing structure identified so far. Khobal, Langai and Langtara. "We have identified

state's most important mineral resource, should be stopped. It would be wrong to see the Tripura insurgency as merely a law and order problem. Insurgency has to be contained mainly through social and economic upliftment of the tribals.

recoverable reserve of 15.01bn cu m," says Mr Singh. "Our rate of success in striking gas in Tripura is the highest in the country. The wells in Rakhia, Baramura and Agartala Dome have a capacity to produce 1.5m cu m a day."

companies will be interested in prospecting gas in Tripura provided there are large takeaways.

Whatever gas is now produced in Tripura is used for generating power. The state's power requirement is limited, however, and as India still does not have a national grid, the surplus power cannot be transferred to other regions. Mr Thulasidas says that the state is keen that "investors from outside should come here to set up nitrogenous fertiliser plants using gas as the feedstock. There is a big market for fertiliser in the seven north-eastern states. Transporting fertiliser from here to north Bengal and Bihar should not be a problem. The nutrient can also be exported to Bangladesh." According to Mr Singh, gas can also be used to make middle distillates like diesel, pharmaceutical wax and methanol.

Industry officials said that the Tripura government should try to convince the local people, particularly the tribals, that as only a portion of gas can be used locally, it should be evacuated to West Bengal through a pipeline running across Bangladesh. The state would thereby make good use of the gas by way of royalties and sales taxes, which could be used for developmental work.

'We have identified 21 new locations for drilling at Baramura. But we are in no position to start the work'

21 new locations for drilling at Baramura. But we are in no position to start the work," says Mr Singh. Still more disturbing, perhaps, is that of the 12 gas-yielding wells at Baramura, ONGC is able to pump from only three.

The widespread insurgency in tribe-dominated areas has forced the ONGC to confine its work to parts of western and southern Tripura. Mr V. Thulasidas, chief secretary, says over 30 per cent of the state's population of 2.7m are tribals. "The per capita income of the people in Tripura is less than Rs4,500 against over Rs10,000 for the country," he says. "The tribals are not demanding an independent country and they have never said that the exploration of gas, which happens to be the

state will be able to contain the insurgency the ONGC is planning to step up investment in Tripura to Rs3bn during India's ninth five-year plan beginning April 1, 1997 from Rs2.5bn in the current plan period. "We will take up 28 wells for exploration and development during the ninth plan. But what must simultaneously be done is to develop industries based on gas," says Mr Singh.

The federal government wants other agencies besides the ONGC to be involved in gas exploration and production in Tripura. It has invited international bids for areas including Jampal, Sabban, south of Baramura, Langtara, parts of Tulamara and parts of Aathamara. Many foreign and Indian

Mouse 'plague' threatens Australian crops

Australia could face a mouse plague if steps are not taken to stem a recent surge in the pest, Mr Xavier Marzocchi, chairman of the New South Wales Farmers' Association's grains

committee, warned yesterday, reports Reuters from Sydney. Fast, efficient and safe control of mice was possible with strychnine, he said. But farmers should be looking at pre-

vention in the first instance, perhaps by using perimeter baits. Farmers should not stand by and watch their first major crop in years be decimated, he added.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE (Prices from Anonymous Metal Trading)

ALUMINIUM, 99.99% (5 per tonne)

Cash 1482.5-1483.5

Close 1482.5-1483.5

Previous 1482.5-1483.5

High/Low 1482.5-1483.5

AM Official 1482.5-1483.5

Open int. 1482.5-1483.5

Total daily turnover 1482.5-1483.5

ALUMINIUM ALLOY (5 per tonne)

Cash 1910-1911

Close 1910-1911

Previous 1910-1911

High/Low 1910-1911

AM Official 1910-1911

Open int. 1910-1911

Total daily turnover 1910-1911

LEAD (5 per tonne)

Cash 780-781

Close 780-781

Previous 780-781

High/Low 780-781

AM Official 780-781

Open int. 780-781

Total daily turnover 780-781

TIN (5 per tonne)

Cash 9325-9326

Close 9325-9326

Previous 9325-9326

High/Low 9325-9326

AM Official 9325-9326

Open int. 9325-9326

Total daily turnover 9325-9326

SPR 1550 3 mths 1550 6 mths 1550 9 mths 1550

SPR 1550 3 mths 1550 6 mths 1550 9 mths 1550

SPR 1550 3 mths 1550 6 mths 1550 9 mths 1550

SPR 1550 3 mths 1550 6 mths 1550 9 mths 1550

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SPR 1550 3 mths 1550 6 mths 1550 9 mths 1550

SPR 1550 3 mths 1550 6 mths 1550 9 mths 1550

SPR 1550 3 mths 1550 6 mths 1550 9 mths 1550

SPR 1550 3 mths 1550 6 mths 1550 9 mths 1550

Precious Metals continued

GOLD COMEX (100 Troy oz. \$/troy oz.)

Cash 384.0-384.1

Close 384.0-384.1

Previous 384.0-384.1

High/Low 384.0-384.1

AM Official 384.0-384.1

Open int. 384.0-384.1

Total daily turnover 384.0-384.1

PLATINUM NYMEX (50 Troy oz. \$/troy oz.)

Cash 580.0-580.1

Close 580.0-580.1

Previous 580.0-580.1

High/Low 580.0-580.1

AM Official 580.0-580.1

Open int. 580.0-580.1

Total daily turnover 580.0-580.1

PALLADIUM NYMEX (100 Troy oz. \$/troy oz.)

Cash 122.5-122.6

Close 122.5-122.6

Previous 122.5-122.6

High/Low 122.5-122.6

AM Official 122.5-122.6

Open int. 122.5-122.6

Total daily turnover 122.5-122.6

SILVER COMEX (5000 Troy oz. \$/troy oz.)

Cash 8.0-8.1

Close 8.0-8.1

Previous 8.0-8.1

High/Low 8.0-8.1

AM Official 8.0-8.1

Open int. 8.0-8.1

Total daily turnover 8.0-8.1

CRUDE OIL NYMEX (1000 barrels, \$/barrel)

Cash 21.7-21.8

Close 21.7-21.8

Previous 21.7-21.8

High/Low 21.7-21.8

AM Official 21.7-21.8

Open int. 21.7-21.8

Total daily turnover 21.7-21.8

CRUDE OIL ICE (5000 barrels, \$/barrel)

Cash 21.7-21.8

Close 21.7-21.8

Previous 21.7-21.8

High/Low 21.7-21.8

AM Official 21.7-21.8

Open int. 21.7-21.8

Total daily turnover 21.7-21.8

CRUDE OIL OPE (5000 barrels, \$/barrel)

Cash 21.7-21.8

GRAINS AND OIL SEEDS

WHEAT LCE (5000 bushels, \$/bushel)

Cash 111.0-111.1

Close 111.0-111.1

Previous 111.0-111.1

High/Low 111.0-111.1

AM Official 111.0-111.1

Open int. 111.0-111.1

Total daily turnover 111.0-111.1

WHEAT ICE (5000 bushels, \$/bushel)

Cash 111.0-111.1

Close 111.0-111.1

Previous 111.0-111.1

High/Low 111.0-111.1

AM Official 111.0-111.1

Open int. 111.0-111.1

Total daily turnover 111.0-111.1

WHEAT ICE (5000 bushels, \$/bushel)

Cash 111.0-111.1

Close 111.0-111.1

Previous 111.0-111.1

High/Low 111.0-111.1

AM Official 111.0-111.1

Open int. 111.0-111.1

Total daily turnover 111.0-111.1

WHEAT ICE (5000 bushels, \$/bushel)

Cash 111.0-111.1

Close 111.0-111.1

Previous 111.0-111.1

High/Low 111.0-111.1

AM Official 111.0-111.1

Open int. 111.0-111.1

Total daily turnover 111.0-111.1

WHEAT ICE (5000 bushels, \$/bushel)

Cash 111.0-111.1

Close 111.0-111.1

Previous 111.0-111.1

High/Low 111.0-111.1

AM Official 111.0-111.1

Open int. 111.0-111.1

Total daily turnover 111.0-111.1

WHEAT ICE (5000 bushels, \$/bushel)

Cash 111.0-111.1

Close 111.0-111.1

Previous 111.0-111.1

High/Low 111.0-111.1

AM Official 111.0-111.1

Open int. 111.0-111.1

Total daily turnover 111.0-111.1

WHEAT ICE (5000 bushels, \$/bushel)

SOFTS

COFFEE LCE (5000 lbs, \$/cwt)

Cash 1.0-1.1

Close 1.0-1.1

Previous 1.0-1.1

High/Low 1.0-1.1

AM Official 1.0-1.1

Open int. 1.0-1.1

Total daily turnover 1.0-1.1

COFFEE ICE (5000 lbs, \$/cwt)

Cash 1.0-1.1

Close 1.0-1.1

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LONDON STOCK EXCHANGE

MARKET REPORT

Big slide on Wall St wipes out London's gains

By Steve Thompson, UK Stock Market Editor

A promising start to the day by UK equities was demolished during the early afternoon by another slide by Wall Street, which threatened to register its second 100-point fall on the Dow Jones Industrial Average in six days.

Wall Street's retreat was prompted by a profits warning issued by Hewlett-Packard, the US computer group, whose shares fell sharply at the opening, dragging down other high-technology stocks. The Hewlett-Packard news had all the more impact on Wall Street, given the poor second-quarter fig-

ures released by Motorola earlier in the week.

But Mr Bob Sample, equity market strategist at NatWest Securities, said the fall on Wall Street was "specific to technology stocks and therefore of less concern to London. The worries for London will come if the Dow breaks down below 5,400."

UK shares had quietly regained the damage inflicted by last Friday's 115-point slide in the Dow and at one stage, very early in the session, looked like providing the ammunition to take the Footsie near to the 3,800 level.

Ahead of a respectable June inflation report, the Footsie kicked off the session in good heart and posted

an 11-point plus rise within 30 minutes of the opening.

A minimal rise in inflation during June, giving a year-on-year increase of 2.1 per cent, was seen as doing little harm to the chances of a further reduction in UK interest rates before the end of the year.

The gilts market gave some early cause for concern, with the 10-year issue slipping back four ticks, before rallying to eventually close 7 ticks higher.

The news from the US wiped out the remnants of a good early gain in the FT-SE 100 index. With the Dow on the slippery slope, London never looked like panicking but retreated in orderly fashion, finally closing a

net 16.8 off at 3,748.0, a shade above the day's low.

Just as the second line stocks never really mirrored the gains of the leaders, they held up rather better than the front line issues in the afternoon, leaving the FT-SE Mid 250 index 8.5 down at 4,343.8.

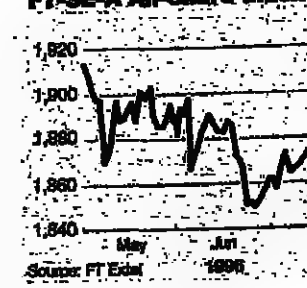
Commenting on the latest move by Wall Street, a senior marketmaker at one of the European brokers said London had put up an impressive performance: "There was no panic here, just a measured reaction; there does seem to be evidence of a decoupling of European markets from Wall Street."

He said the market would adopt a "wait and see" attitude and pointed

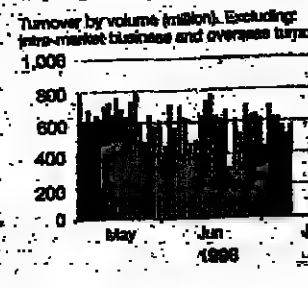
out that US bonds had given a resolute showing yesterday, posting small gains during early trading. Another top trader said he would want to see the US equity market register a three-figure fall on consecutive days before he became overly worried about London.

London's overall lack of enthusiasm in the face of the Dow's drop was illustrated by the low level of turnover in equities. At the 6pm count turnover was a poor 683.3m shares, split pretty evenly between Footsie and non-Footsie stocks. Rather surprisingly, the value of genuine customer business on Wednesday was \$2bn, the highest daily total since June 20.

FT-SE All-Share Index



Equity shares traded



Index	Value	Change
FT-SE 100	3748.0	-16.8
FT-SE Mid 250	4343.8	-8.5
FT-SE All-Share	1884.9	-7.4
FT-SE All-Share yield	3.85	5.83

Best performing sectors	Worst performing sectors
1. Gas Distribution +1.0	1. Telecommunications -1.5
2. Engineering Vehicles +0.8	2. Telecommunications -1.3
3. Chemicals +0.5	3. Breweries, Pubs & Rest -1.1
4. Electronic & Equip +0.5	4. Retailers: General -1.0
5. Building Mats & Merch +0.4	5. Leisure & Hotels -1.0

FT Ordinary Index	2780.8	-7.4
FT-SE All-Share p/e	18.25	-1.0
FT-SE All-Share Div	3745.0	7.85
Long Gilt yield	2.15	2.16

FT-SE 100 INDEX FUTURES (LFFS) 125 per full index point	Open	Sett	High	Low	Est vol	Open int
Jul	3760.0	3745.0	3775.0	3735.0	100	150
Aug	3775.0	3760.0	3785.0	3745.0	200	150

FT-SE 100 INDEX OPTION (LFFS) 125 per full index point	Open	Sett	High	Low	Est vol	Open int
Jul	3760.0	3745.0	3775.0	3735.0	100	150
Aug	3775.0	3760.0	3785.0	3745.0	200	150

FT-SE 100 INDEX OPTION (LFFS) 125 per full index point	Open	Sett	High	Low	Est vol	Open int
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Aug	3775.0	3760.0	3785.0	3745.0	200	150

FT-SE 100 INDEX OPTION (LFFS) 125 per full index point	Open	Sett	High	Low	Est vol	Open int
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ICI steers clear of sell-off

ICI stood tall amid the general unhappiness as some investors who had sold it down after the April profits warning decided enough was enough.

The gain of 14 to 81p, assisted by a certain amount of buying by US investors, continued a rehabilitation begun a week ago, after the stock touched a six-month low.

There has been no significant fundamental change in the company's fortunes. However, most brokers had set price targets of between 75p and 78p, and once the shares moved below the upper end of that range some removed their sell recommendations and took a more neutral stance.

While the removal of pressure has allowed the shares to drift higher, they still remain a considerable distance from the 95p peak achieved in April. At its current level, ICI is on a prospective yield premium to the market of about 12 per cent.

The interim figures are due in two weeks time.

Barclays rumours

Although Barclays trotted water yesterday, bank sector dealers were beginning to speculate about big corporate changes at the time of the interim figures due for release early next month.

There is a feeling that Barclays is keen to divest part or

all of its BZW securities arm, and the possibility has been mooted that Commerzbank, of Germany, would be a willing buyer.

Credit Lyonnais Laing believes the investment banking side is worth up to \$2bn, while the asset management side could attract about £1bn.

Also, Barclays is throwing off cash and the possibility of a share buy-back is becoming more probable by the day. Barclays shares finished 8 easier at 78p, although turnover remained relatively light at 2.9m shares.

Great Universal Stores fell 35 to 63p after analysts were disappointed by full-year results and a trading update.

There was also disappointment because there was no indication as to whether the group will launch a share buy-back.

NatWest Securities downgraded its forecast from 285p to 260p, while the more bearish UBS reduced its estimate from 280p to 275p, excluding VAT rebates. BZW remained a buyer of the stock, with some optimism over the medium term under the group's new management.

There was a mixed response to Marks and Spencer, which slipped 3 to close at 49p after the annual meeting that neither overly excited nor disappointed analysts.

Airbus speculation got behind British Aerospace, with

the London market awash with rumours of an imminent big announcement.

Best bets centred on a contract for 45 jets worth \$1.8bn from GE Capital Aviation, part of General Electric, of the US, and a major aircraft leasing company. Reports from Paris suggested that Airbus could sign a deal next week.

It was heavily underpinned by talk of a 20 per cent stake in the Airbus consortium, ended 5 up at 96p, after 96p. Sentiment was also bolstered by talk of a better than expected Saudi Arabian budget.

British Gas improved 2 to 187p, as one of the longest standing bears of the stock finally decided it looked cheap enough to buy.

SGS, which has been a seller for years and was arguably the first broker to argue that the company will have to cut its dividend, has altered its stance to "trading buy".

Energy analyst Ms Irene Hing said: "The stock has collapsed on the back of the regulatory review. We still believe the dividend will be cut by 25 per cent to 11p but, on our forecasts, that implies a share price of 21p.

Aggregates leader Tarmac bounced 3 to 109p to claw back part of Wednesday's shockcut and head the FT-SE Mid 250 index rankings in the process.

Amid vague talk of the bid spotlight falling on Tarmac as a result of the takeover saga surrounding aggregates group, Eunimex, there was no shortage of buyers around. Volume was substantially above average at 9.7m shares.

Aggregates deals are something of a City theme at the moment. French giant Lafarge has an agreed deal on the table for Eunimex, in which RMC has a 3 per cent stake and Redland a 41 per cent holding.

FINANCIAL TIMES EQUITY INDICES	Jul 11	Jul 10	Jul 9	Jul 8	Jul 7	Jul 6	Jul 5	Jul 4	Jul 3	Jul 2	Jul 1	Jul 0	Jul -1	Jul -2	Jul -3	Jul -4	Jul -5	Jul -6	Jul -7	Jul -8	Jul -9	Jul -10	Jul -11	Jul -12	Jul -13	Jul -14	Jul -15	Jul -16	Jul -17	Jul -18	Jul -19	Jul -20	Jul -21	Jul -22	Jul -23	Jul -24	Jul -25	Jul -26	Jul -27	Jul -28	Jul -29	Jul -30	Jul -31	Jul -32	Jul -33	Jul -34	Jul -35	Jul -36	Jul -37	Jul -38	Jul -39	Jul -40	Jul -41	Jul -42	Jul -43	Jul -44	Jul -45	Jul -46	Jul -47	Jul -48	Jul -49	Jul -50	Jul -51	Jul -52	Jul -53	Jul -54	Jul -55	Jul -56	Jul -57	Jul -58	Jul -59	Jul -60	Jul -61	Jul -62	Jul -63	Jul -64	Jul -65	Jul -66	Jul -67	Jul -68	Jul -69	Jul -70	Jul -71	Jul -72	Jul -73	Jul -74	Jul -75	Jul -76	Jul -77	Jul -78	Jul -79	Jul -80	Jul -81	Jul -82	Jul -83	Jul -84	Jul -85	Jul -86	Jul -87	Jul -88	Jul -89	Jul -90	Jul -91	Jul -92	Jul -93	Jul -94	Jul -95	Jul -96	Jul -97	Jul -98	Jul -99	Jul -100	Jul -101	Jul -102	Jul -103	Jul -104	Jul -105	Jul -106	Jul -107	Jul -108	Jul -109	Jul -110	Jul -111	Jul -112	Jul -113	Jul -114	Jul -115	Jul -116	Jul -117	Jul -118	Jul -119	Jul -120	Jul -121	Jul -122	Jul -123	Jul -124	Jul -125	Jul -126	Jul -127	Jul -128	Jul -129	Jul -130	Jul -131	Jul -132	Jul -133	Jul -134	Jul -135	Jul -136	Jul -137	Jul -138	Jul -139	Jul -140	Jul -141	Jul -142	Jul -143	Jul -144	Jul -145	Jul -146	Jul -147	Jul -148	Jul -149	Jul -150	Jul -151	Jul -152	Jul -153	Jul -154	Jul -155	Jul -156	Jul -157	Jul -158	Jul -159	Jul -160	Jul -161	Jul -162	Jul -163	Jul -164	Jul -165	Jul -166	Jul -167	Jul -168	Jul -169	Jul -170	Jul -171	Jul -172	Jul -173	Jul -174	Jul -175	Jul -176	Jul -177	Jul -178	Jul -179	Jul -180	Jul -181	Jul -182	Jul -183	Jul -184	Jul -185	Jul -186	Jul -187	Jul -188	Jul -189	Jul -190	Jul -191	Jul -192	Jul -193	Jul -194	Jul -195	Jul -196	Jul -197	Jul -198	Jul -199	Jul -200	Jul -201	Jul -202	Jul -203	Jul -204	Jul -205	Jul -206	Jul -207	Jul -208	Jul -209	Jul -210	Jul -211	Jul -212	Jul -213	Jul -214	Jul -215	Jul -216	Jul -217	Jul -218	Jul -219	Jul -220	Jul -221	Jul -222	Jul -223	Jul -224	Jul -225	Jul -226	Jul -227	Jul -228	Jul -229	Jul -230	Jul -231	Jul -232	Jul -233	Jul -234	Jul -235	Jul -236	Jul -237	Jul -238	Jul -239	Jul -240	Jul -241	Jul -242	Jul -243	Jul -244	Jul -245	Jul -246	Jul
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WORLD STOCK MARKETS

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NYSE PRICES

Stock	High	Low	Open	Close	Change
IBM	105 1/4	104 3/4	105 1/4	104 3/4	-1/4
Microsoft	55 1/4	54 3/4	55 1/4	54 3/4	-1/4
Apple	45 1/4	44 3/4	45 1/4	44 3/4	-1/4
Oracle	35 1/4	34 3/4	35 1/4	34 3/4	-1/4
Sun	25 1/4	24 3/4	25 1/4	24 3/4	-1/4
HP	15 1/4	14 3/4	15 1/4	14 3/4	-1/4
Intel	10 1/4	9 3/4	10 1/4	9 3/4	-1/4
Motorola	5 1/4	4 3/4	5 1/4	4 3/4	-1/4
IBM Corp	105 1/4	104 3/4	105 1/4	104 3/4	-1/4
Microsoft Corp	55 1/4	54 3/4	55 1/4	54 3/4	-1/4
Apple Computer	45 1/4	44 3/4	45 1/4	44 3/4	-1/4
Oracle Corp	35 1/4	34 3/4	35 1/4	34 3/4	-1/4
Sun Microsystems	25 1/4	24 3/4	25 1/4	24 3/4	-1/4
HP Inc	15 1/4	14 3/4	15 1/4	14 3/4	-1/4
Intel Corp	10 1/4	9 3/4	10 1/4	9 3/4	-1/4
Motorola Inc	5 1/4	4 3/4	5 1/4	4 3/4	-1/4
IBM Corp	105 1/4	104 3/4	105 1/4	104 3/4	-1/4
Microsoft Corp	55 1/4	54 3/4	55 1/4	54 3/4	-1/4
Apple Computer	45 1/4	44 3/4	45 1/4	44 3/4	-1/4
Oracle Corp	35 1/4	34 3/4	35 1/4	34 3/4	-1/4
Sun Microsystems	25 1/4	24 3/4	25 1/4	24 3/4	-1/4
HP Inc	15 1/4	14 3/4	15 1/4	14 3/4	-1/4
Intel Corp	10 1/4	9 3/4	10 1/4	9 3/4	-1/4
Motorola Inc	5 1/4	4 3/4	5 1/4	4 3/4	-1/4

NASDAQ NATIONAL MARKET

4 pm close July 11

Stock	High	Low	Open	Close	Change
Amazon	105 1/4	104 3/4	105 1/4	104 3/4	-1/4
Microsoft	55 1/4	54 3/4	55 1/4	54 3/4	-1/4
Apple	45 1/4	44 3/4	45 1/4	44 3/4	-1/4
Oracle	35 1/4	34 3/4	35 1/4	34 3/4	-1/4
Sun	25 1/4	24 3/4	25 1/4	24 3/4	-1/4
HP	15 1/4	14 3/4	15 1/4	14 3/4	-1/4
Intel	10 1/4	9 3/4	10 1/4	9 3/4	-1/4
Motorola	5 1/4	4 3/4	5 1/4	4 3/4	-1/4
IBM Corp	105 1/4	104 3/4	105 1/4	104 3/4	-1/4
Microsoft Corp	55 1/4	54 3/4	55 1/4	54 3/4	-1/4
Apple Computer	45 1/4	44 3/4	45 1/4	44 3/4	-1/4
Oracle Corp	35 1/4	34 3/4	35 1/4	34 3/4	-1/4
Sun Microsystems	25 1/4	24 3/4	25 1/4	24 3/4	-1/4
HP Inc	15 1/4	14 3/4	15 1/4	14 3/4	-1/4
Intel Corp	10 1/4	9 3/4	10 1/4	9 3/4	-1/4
Motorola Inc	5 1/4	4 3/4	5 1/4	4 3/4	-1/4
IBM Corp	105 1/4	104 3/4	105 1/4	104 3/4	-1/4
Microsoft Corp	55 1/4	54 3/4	55 1/4	54 3/4	-1/4
Apple Computer	45 1/4	44 3/4	45 1/4	44 3/4	-1/4
Oracle Corp	35 1/4	34 3/4	35 1/4	34 3/4	-1/4
Sun Microsystems	25 1/4	24 3/4	25 1/4	24 3/4	-1/4
HP Inc	15 1/4	14 3/4	15 1/4	14 3/4	-1/4
Intel Corp	10 1/4	9 3/4	10 1/4	9 3/4	-1/4
Motorola Inc	5 1/4	4 3/4	5 1/4	4 3/4	-1/4

AMEX PRICES

4 pm close July 11

Stock	High	Low	Open	Close	Change
IBM	105 1/4	104 3/4	105 1/4	104 3/4	-1/4
Microsoft	55 1/4	54 3/4	55 1/4	54 3/4	-1/4
Apple	45 1/4	44 3/4	45 1/4	44 3/4	-1/4
Oracle	35 1/4	34 3/4	35 1/4	34 3/4	-1/4
Sun	25 1/4	24 3/4	25 1/4	24 3/4	-1/4
HP	15 1/4	14 3/4	15 1/4	14 3/4	-1/4
Intel	10 1/4	9 3/4	10 1/4	9 3/4	-1/4
Motorola	5 1/4	4 3/4	5 1/4	4 3/4	-1/4
IBM Corp	105 1/4	104 3/4	105 1/4	104 3/4	-1/4
Microsoft Corp	55 1/4	54 3/4	55 1/4	54 3/4	-1/4
Apple Computer	45 1/4	44 3/4	45 1/4	44 3/4	-1/4
Oracle Corp	35 1/4	34 3/4	35 1/4	34 3/4	-1/4
Sun Microsystems	25 1/4	24 3/4	25 1/4	24 3/4	-1/4
HP Inc	15 1/4	14 3/4	15 1/4	14 3/4	-1/4
Intel Corp	10 1/4	9 3/4	10 1/4	9 3/4	-1/4
Motorola Inc	5 1/4	4 3/4	5 1/4	4 3/4	-1/4
IBM Corp	105 1/4	104 3/4	105 1/4	104 3/4	-1/4
Microsoft Corp	55 1/4	54 3/4	55 1/4	54 3/4	-1/4
Apple Computer	45 1/4	44 3/4	45 1/4	44 3/4	-1/4
Oracle Corp	35 1/4	34 3/4	35 1/4	34 3/4	-1/4
Sun Microsystems	25 1/4	24 3/4	25 1/4	24 3/4	-1/4
HP Inc	15 1/4	14 3/4	15 1/4	14 3/4	-1/4
Intel Corp	10 1/4	9 3/4	10 1/4	9 3/4	-1/4
Motorola Inc	5 1/4	4 3/4	5 1/4	4 3/4	-1/4

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Apple	45 1/4	44 3/4	45 1/4	44 3/4	-1/4
Oracle	35 1/4	34 3/4	35 1/4	34 3/4	-1/4
Sun	25 1/4	24 3/4	25 1/4	24 3/4	-1/4
HP	15 1/4	14 3/4	15 1/4	14 3/4	-1/4
Intel	10 1/4	9 3/4	10 1/4	9 3/4	-1/4
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Microsoft Corp	55 1/4	54 3/4	55 1/4	54 3/4	-1/4
Apple Computer	45 1/4	44 3/4	45 1/4	44 3/4	-1/4
Oracle Corp	35 1/4	34 3/4	35 1/4	34 3/4	-1/4
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Motorola Inc	5 1/4	4 3/4	5 1/4	4 3/4	-1/4
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Motorola Inc	5 1/4	4 3/4	5 1/4	4 3/4	-1/4

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ACCOUNTANCY APPOINTMENTS

Central London

The Group consists of an international portfolio of businesses and provides a broad spectrum of financial services to customers, ranging from individuals and small businesses to multi-national companies. Many of the businesses are recognised as market leaders, with well-established corporate brands and the Group is continuing to develop their outstanding reputation across the range of banking, securities and related derivatives activities.

A substantial restructuring and investment programme has led to the requirement for an individual to assist in change management and the promotion of financial disciplines throughout the Retail Banking Services Division.

Responsibilities will include the design and operation of budgetary and financial control systems, together with the provision of accounting support to the Regional and Head Office Divisions.

You will identify, design and implement the financial management control

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processes required to effectively control and manage the Division. In addition, you will assist in the development of profitability models and reporting for products, customers and distribution channels. There will be a significant involvement in a major programme to upgrade the Division's financial systems.

You will be a qualified Accountant (ACA/CIMA/ACCA), with up to two years' post-qualification experience either in practice or in a blue chip, technical accounting background. You will have strong communication skills and the ability to motivate and drive forward change.

This is an outstanding opportunity to join this market leader in a challenging and high profile role, career progression within the Group for the successful candidate is assured.

To apply, please send or fax your résumé quoting reference number 2121/27, to Caroline Ford at Morgan & Banks PLC, Brettenham House, Lancaster Place, London WC2E 7EN. Fax No: 0171 240 1052.

Morgan & Banks
INTERNATIONAL

Chief Management Accountant

New Malden, Surrey Excellent Package



Spillers Pet Foods, part of the Dalgety Group, is a leading Pan European pet food manufacturer. It has a high profile portfolio of brand names such as Felix, Whinloll, Arthurs and Perfect.

In order to strengthen the finance function we are seeking on behalf of Spillers Foods to recruit a high calibre individual.

Reporting to the Finance Director your brief will be to assume responsibility for supplying a comprehensive range of accurate management information for the UK Grocery division, focusing at all times on the short and long term forecasts of business performance.

This will be a key role supporting the commercial management team through the development of new information systems within the management accounting function.

Your responsibilities will include:

- Co-ordination and preparation of five year plans, budgets and rolling business plans.
- To implement, track and participate in profit improvement programmes across all aspects of the UK grocery business.

To be considered for this high profile and challenging role you will probably be aged in your early 30's, a qualified accountant with at least 3 years post qualification experience, gained within the FMCG sector. You will possess strong management accounting skills and although not essential, ideally had experience of multi site manufacturing business.

Please forward your CV quoting reference 2206 to Heathfield Hargreaves Ltd, Grosvenor Hall, Bolsover Road, West Sussex, RH16 4BN. Telephone 01444 416836 or Fax 01444 416802

HEATHFIELD HARGREAVES

LIMITED

LONDON SUSSEX LIVERPOOL

Director of Audit
c.£70,000 plus benefits

The Director of Audit is responsible for a wide-ranging audit programme across the full spectrum of London Transport's activities, which include: London Underground, LT Buses, LT Property, corporate activities and major projects such as the Jubilee Line Extension. The business had a £1 billion + turnover last financial year and capital expenditure in excess of £1 billion is planned for the current year.

Leading a team of 50 professional staff and reporting direct to the LT Board Member for Finance, the Director must be an experienced professional, a qualified accountant, ideally with "big 6" experience with a high quality track record.

Wide experience in a commercial environment is desirable. First-class communication and leadership skills are essential, as is the resilience to manage a heavy workload in a high profile Public Sector field, demanding "best practice" standards. Previous experience of regular contact at Board/Chairman level is desirable.

The remuneration package includes, in addition to a competitive salary and bonus scheme, membership of an excellent pension fund and the normal range of senior level benefits.

Please apply to: Michael Swigg, General Manager Human Resources, London Transport, 55 Broadway, London SW1H 0BD, enclosing a cv. An information pack will be sent together with an acknowledgement of receipt.

Working Towards Equality



London Transport



A Sound Financial Proposition
Manchester

International Water Limited brings together in a joint venture the resources of two major companies, North West Water and Bechtel. Responsible for all business development, project finance and bidding activities for water and wastewater project development outside North America, we are in start-up mode with regional offices planned for South East Asia, Latin America and the Middle East.

Key to our future success is sound business management, and a vital part of achieving this is the establishment of effective accounting and reporting systems. We now have opportunities for two Finance professionals to lead our Accounting process.

Financial Controller
£40 - £50K

Setting up a fully functioning accounts system is a challenge you will relish, and one which will harness all of your experience and skills to date. This will involve the financial control of domestic and overseas offices, project bid expenditure, overseas subsidiaries and joint ventures. Providing complete and accurate management of systems, plus up to date information on expenditure.

Fully qualified to Chartered status, you will be fully versed with accounting business systems in an international context. In addition, you'll possess self-motivation, resourcefulness, initiative, flexibility and a lateral approach to the whole business.

Financial Accountant
£25 - £32K

You will have a key role to play supporting the Financial Controller, assisting in the establishment of our accounting function. A definite hands-on role, you will liaise with accounting functions overseas, organising the flow of information and ultimately the workload for this busy office.

A graduate qualified Accountant at Assistant Manager level in the profession or equivalent, you will have a demonstrable track record of professional achievement in a similar field. Personal qualities should include excellent communication skills and a flexible attitude to work. A high degree of computer literacy is essential.

These are international roles, you should therefore be fully flexible regarding travel and relocation in the UK and the rest of the world. For both positions, you can expect an attractive remuneration package, based on your experience and skills, plus benefits associated with a leading company.

To apply please send a comprehensive CV and covering statement stating for which position you are applying, to: Maria Morgan, Personnel Department, International Water Limited, Dawson House, Great Sankey, Warrington WA5 3LW. Closing date is 26th July 1996.

BOC GASES
FINANCIAL ANALYST

GUILDFORD, SURREY

BOC Gases is the major business activity of The BOC Group, the worldwide gases, health care, vacuum technology and distribution services company, which operates in 60 countries, and last year had sales of \$3.7 billion and capital expenditure of around \$500 million.

The Group's European gases business seeks to recruit a high calibre financial analyst to join the financial planning team based at its Guildford HQ.

Responsibilities will include:

- Coordination and development of 5 year financial plans

- Financial evaluation of projects covering all aspects of financial analysis for major customer and supplier contracts, investment proposals, acquisitions and other commercial bids
- Review of past investment projects
- Strategic modelling/development of business plans.

The role offers the potential for significant impact within BOC, and excellent career development opportunities within the group.

The successful candidate will be a qualified accountant, Big 6/Blue Chip

trained, with up to 3 years post-qualification experience, first-time passes and a strong academic background. Strong interpersonal skills are essential, together with proven analytical ability and commercial awareness.

Interested candidates who feel they have the skillset required should forward a detailed CV stating current salary package to Nigel Barker ACA at Robert Walters Associates, 25 Bedford Street, London WC2E 9HP. Fax: 0171 915 8714 or Internet: nigel.barker@robertwalters.com. Any applications sent directly to BOC will be forwarded to Robert Walters Associates.

ROBERT WALTERS ASSOCIATES

LONDON WINNIPEG NEW YORK AMSTERDAM BRUSSELS SYDNEY WELLINGTON

£120,000 + package

Quoted Chemical Group

North of England

Group Finance Director

A top-flight Finance Director, reporting to the Chairman, is required for this £160 million turnover quoted Company which manufactures a range of niche products used in a wide variety of applications. The Group has operations across Europe, both east and west, and has grown significantly by acquisition - a strategy it wishes to continue.

THE ROLE

- Responsible for the full spectrum of financial management for the Group, ensuring the integrity of the accounting systems and the provision of treasury, tax and secretarial support.
- A major role in managing relationships with the Banks, Brokers and Institutions as well as undertaking negotiations and due diligence investigations for acquisitions in the UK and overseas.
- Providing appropriate financial controls and systems across the business and leading a major upgrade in IT.

THE QUALIFICATIONS

- A mature Accountant and seasoned professional. Analytical, logical and strong-minded individual who leads from the front - a practical and proactive contributor.
- Experienced in the financial management of international, stand-alone operations in a competitive environment. Will have handled all aspects of acquisitions.
- A good communicator with all-round presentation skills and knowledge and understanding of the City.

Leeds 0113 2307774
London 0171 493 1236
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

Please reply with full details to:
Selector Europe, Ref: 20001314700,
Chatterton House, Business Centre,
Lancaster Park, Leeds LS15 4QY

c. £85,000 package + benefits

International Media/Publishing

London

Finance Director

New position with a fast-expanding and acquisitive quoted global group to work closely with the entrepreneurial European MD in profitable expansion across the UK and continental Europe. Will inject commercial judgement and instil tight financial disciplines, working in a highly professional, collegiate and supportive group.

THE ROLE

- Develop further the budgetary controls and management information systems for the European businesses to accommodate organic growth, integrate acquisitions and enhance decision making.
- Functionally responsible for finance directors in the businesses and working with them and line managers to improve the profitability and performance of assets of c. \$200 million.
- Manage certain UK shareholder, funding and group reporting issues. Play an active role in evaluating new business opportunities and negotiating acquisitions.

THE QUALIFICATIONS

- Mid 30s+ graduate accountant with technical excellence who has progressed to a senior commercially focused finance role in an international group, European languages and media experience an advantage. IT literate with a willingness to travel.
- Ideally worked in both head office and operational finance roles with evidence of real success in introducing effective reporting and control in a multi-site, growing environment.
- Personable, bright and ambitious with flexibility to thrive in an entrepreneurial and fast-moving culture. Clear potential for advancement.

Leeds 0113 2307774
London 0171 493 1236
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

Please reply with full details to:
Selector Europe, Ref: 21171074,
16 Cowley Place,
London WC2E 2ED

US MULTINATIONAL - OUTSTANDING OPPORTUNITIES

Our client is a global service provider with an outstanding reputation. Due to continued expansion, they seek to strengthen the financial control and reporting functions with commercially minded finance professionals to complement the existing team.

Director of Audit

West London

c.£60,000 + Package

Reporting to the Vice President of Audit and managing a team of experienced auditors, the prime responsibility is to ensure compliance with the company's procedures across the business units.

The successful candidate will direct a number of audit tasks, including assessing operational and financial risk; directing the audit teams; liaising with senior management; providing internal recommendations with regard to both control and commercial implications. Candidates wishing to express an interest will have the following attributes:

- Graduate ACA preferably a member of the Institute of Internal Auditors with at least 10 years PQE gained in a leading accountancy practice or the audit department of a blue-chip company
- Proven track record of directing an audit function
- Exceptional verbal and written communication skills
- Diligence and professionalism, with the ability to demonstrate personal integrity

To discuss these opportunities in total confidence, please contact Ian Temple BSc(Hons) ACA on 0171 405 4161. Alternatively, send your CV to him at the address below.

FMS, 5 Bream's Buildings,
Chancery Lane, London EC4A 3DY.
Tel: 0171 405 4161. Fax: 0171 430 1140.
Email: 100621.2024@compuserve.com
We have offices in London, Birmingham,
Manchester and Leeds.



SPECIALIST FINANCE RECRUITMENT

Assistant Financial Controllers

West London

c.£40,000 + Package

Reporting to the Finance Director, these two new head office positions enhance the quality of financial reporting within the organisation. The successful candidates will be responsible for developing and implementing the policies and procedures necessary to achieve accurate, relevant and timely reporting.

It is envisaged that up to 50% European travel will be required. These positions are key entry points for future senior managers of this international business. Candidates wishing to express an interest will have the following attributes:

- Graduate ACA with up to 5 years PQE gained in both a leading accountancy practice and a multinational environment
- Confidence to challenge issues when necessary
- An analytical approach, able to tackle problems from several angles
- Proven track record of career success with an international perspective



INVESTOR IN PEOPLE



Regional Financial Controller

South West • £45k plus car & benefits

Hyder Consulting, the Engineering Services Division of Hyder plc, is a major British company providing a broad range of project management, engineering, commercial & technical services to both the private & public sector through a network of offices in the UK and overseas. The business currently employs in excess of 3,000 staff with a turnover of £135 million.

A key appointment is required by the South & Midlands UK region as Financial Controller reporting to the Regional Managing Director. The individual must strive for high standards in a demanding environment in a business that is tightly competitive.

The Role

- Supporting the Regional MD in managing & controlling business activity comprising project bidding & review, resource management, planning & strategic issues.
- Leadership of the regional finance function involving monthly reporting, cash management and interpreting Key Performance Indicators.
- Managing the implementation of new management information systems which integrate project control with financial reporting
- Critically assessing business performance through monitoring project margins & overheads.

The Skills Required

- Graduate, Qualified Accountant
- At least 6 years post-qualification experience gained in a commercial environment
- Proactive with flexible approach; an ability to deal with all levels of staff is required
- Outstanding communication skills with the ability to clearly explain and quantify business plans & performance

The business needs a highly competent manager capable of adding value to the business & providing a major contribution to the all round commercial management of the region.

Regional Financial Director

Germany

A similar position is open in our associate company in Germany based in Halle. Fluency in German is essential together with experience with both UK and German companies.

Applications for the above positions should be sent to: Sue Atterbury, Hyder Consulting Limited, Chancellor Court, Occam Road, Surrey Research Park, Guildford, Surrey, GU2 5XS

Lazard Brothers & Co., Limited

Lazard Brothers is a British merchant bank whose businesses include corporate finance, banking, investment management and capital markets. The provision of high quality services to a broad client base underpins our reputation in the UK and worldwide.

The Financial Division in London serves all of the bank's trading divisions and is responsible for the core accounting and reporting functions. The impending moves of two staff to other roles within the organisation have created opportunities for two talented individuals to join the team.

Senior Management Accountant

Reporting to the Group Financial Controller and managing a team of eight, you will control and develop management information, Board reporting and budgeting processes for the Group. You will be involved in systems enhancements and project initiatives driven by business needs. A graduate accountant with 5-8 years' post-qualifying experience, you will have strong accounting, analytical and IT skills and sound man-management abilities. Your understanding of merchant banking will probably have been gained via working in a financial institution.

Financial Accountant

The successful candidate will be responsible for financial reporting and financial control of various operating divisions and subsidiary companies. Reporting to the manager responsible for financial accounting and projects, your work will include the review, interpretation and implementation of existing and proposed accounting standards, involvement in producing the Group financial statements, and the periodic review and update of Group accounting policies including the treatment of new currency investments. Probably a Chartered Accountant, you will have 2-4 years' post-qualifying experience gained either in the profession or within financial services. Up-to-date technical knowledge and PC skills are essential.

These opportunities will appeal to highly motivated finance professionals who will thrive in a hard-working, team-orientated environment. Able to prioritise and to maintain high standards under pressure, you will have the maturity, credibility and interpersonal skills needed to work with management throughout the Group at all levels.

Please write to Janet Bullock at BBM Selection, 76 Watling Street, London EC4M 9BJ quoting reference 400 and enclosing a full Curriculum Vitae that includes contact telephone numbers. CVs sent to Lazard Brothers will be forwarded to BBM for consideration. All applications will be treated in the strictest confidence.

International Business Development

Leading Investment Management Business

Excellent Salary Package + Bonus

City

Exceptional role for proven international business developer to drive continued growth in dynamic, successful team.

THE COMPANY

- Prestigious, highly profitable, UK-based asset management group.
- Excellent reputation for investment performance and product innovation.
- Business development viewed as integral part of continued international expansion.

THE POSITION

- Work closely with business development team to grow international businesses.
- Design and implement a business plan for off-shore investment products.
- Develop and manage institutional client relationships.

- Co-ordinate product launches and drive business development projects.

QUALIFICATIONS

- Graduate, possibly MBA/specialist in Economics or Finance with excellent understanding of financial markets.
- Min 3 to 4 years' experience. Marketing/sales background advantageous. Fluency in German, French or Japanese helpful.
- Skilled project manager. Highly motivated. Innovative team player.

Please send full cv, stating salary, ref F846705, to NBS, 10 Arthur Street, London EC4R 9AY



City 0171 483 1520 • London 0171 493 6392
Aberdeen • Birmingham • Bristol • City
Edinburgh • Glasgow • Leeds • London
Manchester • Slough • Madrid • Paris



Finance Director

North West

c£40,000 + Car + Benefits

Our client is a well established, privately owned company and a leader in its field. With recent rapid growth, it has reached a turnover of £10 million and plans to float in the next five years. This impressive growth has been achieved through providing a high quality service to a blue-chip client base. It now needs to appoint a Finance Director to play a key role in the company's further development.

Reporting to the Managing Director, responsibilities will be broad, embracing proactive involvement in the financial management of the company, and projects on key issues such as the profitability of products and financial analysis to support the management with business decisions.

KPMG Selection & Search

Applicants must have experience in a fast moving organisation as either a Finance Controller/Manager in a small to medium-sized company, or as a Finance Manager in a larger business. Aged around 30 to 40 and a qualified accountant, you must have strong financial skills and an entrepreneurial spirit. First-class interpersonal, communication and presentation skills are vital in order to fit our client's culture, accompanied by high levels of self-motivation and energy.

Applicants should write, enclosing full career and salary details, quoting reference B58196 to Alison Hann, KPMG Selection & Search, 2 Cornwall Street, Birmingham B3 2DL.

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For information on rates and further details please telephone:

Toby Finden-Crofts on

+44 171 873 3456

Coca-Cola Bottlers Tashkent Ltd.

TASHKENT, UZBEKISTAN

CHIEF FINANCIAL OFFICER

The successful candidate will:

- be a Chartered or Certified Public Accountant
- have experience in financial reporting with public or private companies
- have experience in accounting controls & procedures
- have experience in managing a \$50 million revenue corporation
- have professional experience of five years

The Firm Offers:

- employment in an international environment with the world leader in the beverage industry
- competitive compensation package including: performance bonus, medical, travel, auto and housing

Please apply to CCBTL including salary requirement by fax: 3 712 891640

JAN 15 1997

Oil, Gas & Petrochemicals

Initiate and manage change

London base - Global reach

£35-60,000 + Benefits package

Each of these industries has a fundamental impact on our daily lives. After a long period of gradual evolution, this sector is currently experiencing unprecedented and wholesale changes: large scale mergers, outsourcing, business process re-engineering and major integrated systems implementations.

Our client is internationally recognised as a world leader in providing consultancy services to the major blue-chip companies which operate in these markets: multi-disciplinary teams work in partnership with clients on global projects, to bring about significant improvements in performance. Assignments are challenging and complex, operating at all levels within substantial world class organisations to effect real and lasting improvements in business process and deliver competitive advantage.

A number of opportunities currently exist for exceptional candidates who wish to broaden their knowledge and apply this creatively to re-design and shape the future of this dynamic sector.

We seek qualified accountants, logistics and supply chain, marketing and IT professionals, from all European countries. Probably aged 27-35, you will have a strong academic background and a proven record of achievement within these or related industry sectors. Personal flexibility and a willingness to undertake international travel are pre-requisite in this challenging and demanding environment.

Progression is based entirely on merit, and continuous professional training ensures that every consultant is provided with excellent commercially focussed business experience throughout their career.

If you are keen to apply your skills in a professional and intellectually demanding environment, please forward a comprehensive CV, quoting reference 292719 to Diane Forrester ACA, Michael Page Consultancy, Page House, 39-41 Parker Street, London WC2B 5LH. Alternatively, for an informal discussion call her on 0171 831 2000.



Michael Page Consultancy

Specialist Recruitment Consultants

Hays Taxation Personnel

BANQUE PARIBAS

International Tax Executive

London

££Excellent Package

The Organisation

Banque Paribas is a leading international investment bank operating in 60 countries and employing in excess of 9,000 people. At the leading edge of banking and finance, Banque Paribas' expertise is focused on 6 core activities: corporate banking, equity, fixed income, advisory services, asset management and securities services.

Through its Capital Markets activities, Banque Paribas provides a comprehensive range of products and services in the primary and secondary bond and equity markets, currency and interest rate swaps and options, fixed income and equity derivative products and specialised instruments.

The Role

You will be based in London and have global responsibility for key international tax planning activities for the worldwide capital markets operation of this leading financial institution:

- Provision of creative and imaginative international tax advice.
- Co-ordinating the effective structuring of this fast-moving core business activity.
- Analysis of cross border trades.
- Withholding tax and manufactured dividend planning.
- Effective presentations on tax issues to non-tax technical colleagues.

The Appointee

With a proven track record in international tax it is envisaged that the ideal individual will be:

- An imaginative and resourceful tax professional with a minimum of four years relevant experience gained within a banking environment or a leading accounting firm.
- A strong communicator with the interpersonal skills to work in a multi-cultural environment. Fluency in French will be an advantage.
- An effective team member and have the personal presence and influencing skills to put across your views.
- Ambitious, a self-starter and pro-active.

In return, the successful candidate can expect a high profile challenging role and a rewarding career with this leading international investment bank.



To discuss this outstanding opportunity further, interested applicants should contact our retained consultant Laurence Wolcott on 19 44 171 405 4879, or forward an up to date CV, including day time telephone number and salary details to 307-308 High Holborn, London WC1V 7UL. Fax: 19 44 171 831 3896. This position is being handled exclusively by Hays Taxation Personnel, any direct applications will be forward on to them.

INTERNATIONAL MEDIA GROUP

Exceptional roles for young ACAs

London

c.£35k+fx car+bens

One of the world's largest information providers and publishers, our client is a leader in its chosen markets with interests ranging from online data services and scientific journals to consumer magazines. Highly profitable, annual sales exceed £5 billion, achieving success through strong organic expansion, investment in new products and an active acquisition programme.

Crucial to this successful expansion is the effective integration of newly acquired companies. The Audit Team plays a central role in this process, focusing on high risk areas and identifying continual improvements in efficiency. Working closely with subsidiary Finance Directors, the 5-strong team acts as a catalyst for the introduction of change, carrying out pre- and post-acquisition reviews.

In addition the team seeks to ensure the leverage of best practice throughout the organisation, playing a key part in processing knowledge between business units. Members of the team also look at controls within existing businesses, gaining broad exposure to Head Office and subsidiaries, undertaking approx. 25-30% travel to Europe, the USA and Asia Pacific.

Following a series of promotions to senior line management

positions, the team requires 2 additional members, who should be ambitious, bright young ACAs from a major practice. A good degree is essential, together with WP and spreadsheet skills and the ability to communicate effectively both orally and in writing. Successful candidates will probably have 2-3 years' experience, but exceptional recently qualified will be considered. French, German or Spanish language skills would be an added advantage but are not essential; more important is the flexibility to be an effective team player yet be strongly self-motivated.

Career prospects in this growing, international environment are excellent and the rewards outstanding. The company operates a comprehensive training and development programme and in addition to an attractive salary and fully expensed car, benefits include health insurance, share option saving schemes and 5 weeks' holiday.

Interested applicants should post or fax a full CV quoting ref 161A to the address/fax number below. For more information contact us on 0171 242 9191 or during the evenings and weekends on 0171 231 8273 or 0181 607 9621.



SEARCH & SELECTION

95 FETTER LANE, LONDON WC2A 1EP TEL: 0171-242 9191 FAX: 0171-242 3560

INTERNAL AUDITOR

MIDDLE EAST BASED

We are one of the leading financial institutions based in Bahrain with branches in Europe and North America and representative offices in the Middle East and Asia. The Internal Audit Division of the bank undertakes examinations of operational, credit and EDP risks across the bank. An opportunity has recently arisen for an individual to manage the operational audit function reporting to the Chief Internal Auditor.

The ideal candidate is likely to be a Chartered Accountant with at least five years of post qualification experience. Prior experience of the financial services industry is a must with this experience having been gained within the profession or within the financial services industry itself. The incumbent must have excellent communication skills both written and oral and the ability to deal with people tactfully. The preferred age group is 28-33.

For the right candidate we offer a generous tax free salary, free furnished accommodation, annual return airfares during holidays and a host of other benefits.

*In the first instance, please write enclosing a detailed CV and stating your current salary to
The Financial Times, Box A5909, Financial Times,
One Southwark Bridge, London SE1 9HL*



Les Echos

Le Quotidien de l'Economie

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Cellhire

MOBILE PHONE HIRE

Yorkshire

Cellhire plc is Europe's leading hirer of mobile communication products and through its global partnerships with Vodafone and AT&T Wireless, they are extremely well positioned to take full advantage of significant market opportunities. In order to support these ambitious strategies, they seek to strengthen the management team through the appointment of a high calibre Finance Director.

Reporting to the Managing Director, you will be expected to develop management information systems and establish strong controls to support a growing company. As a key member of a small management team, you will be expected to make a significant contribution to the

Finance Director

c £50,000 + Bonus + Car

overall commercial development of the business. Candidates, aged 30-40, will be qualified accountants with a strong profit orientation and the ability to take and influence commercial decisions at the highest level within a fast moving business. Well developed interpersonal skills coupled with a proactive, innovative approach are essential to make an important contribution to the future success of the company.

Interested applicants should forward a comprehensive CV quoting reference 299401 to Stephen Banks, ACMA at Michael Page Finance, Aquis House, 12 Greek Street, Leeds LS1 5RU, or fax 0113 243 3177.



Michael Page Finance

Specialists in Financial Recruitment

London Bristol Birmingham Edinburgh Glasgow Leamington Spa Leeds Maidenhead Manchester Nottingham St Albans & Worldwide

Outstanding Opportunity in Equities Product and Risk Control

UBS is one of the world's strongest banks and is a growing force in integrated investment banking. As one of the few AAA-rated financial institutions in the world, we have a major global presence in Debt and Equity Markets, Corporate Finance and Derivatives. The Product and Risk Control function within UBS London is located on the trading floor and requires close liaison with traders and senior product management to provide a 'value-added' service.

- In order to continue the development of the quality and breadth of service to our increasingly global businesses, we are looking to recruit a high calibre individual as Controller for listed derivatives including convertibles, warrants, futures and options. The role will cover:
- Daily risk and P&L verification, reporting and analysis including running of risk models
- Review of limit utilisation and matrix sensitivity
- Review of Mark to Market and liquidity
- Analysis and commentaries of financial and non-financial performance
- Ad-hoc revenue and commercial analysis
- Involvement in the implementation of new products
- Major project development, including input to the ongoing development of the current Value at Risk system
- Extensive front-office liaison

The successful candidate is likely to have the following background:

- Qualified accountant (ACA, CIMA), preferably Big Six/Blue Chip background
- Minimum 1 year experience in Convertible Bonds or Equity/Bond options
- Strong academic background
- Excellent written and oral communication skills
- Good analytical skills
- Ambitious and keen to succeed in a dynamic and challenging environment
- Enthusiasm and drive
- Proven ability to work in a fast-moving team environment

This high profile position offers the perfect opportunity for the successful candidate to make their mark on and build a career with this major international bank.

As well as an attractive salary and career prospects, the position carries a comprehensive benefits package including a discretionary performance award. UBS is committed to staff development and offers a formal structured training programme.

Interested candidates should send a detailed CV to the address below.

Catriona Dunn
UBS Limited
100 Liverpool Street
London
EC2M 2RH



An opportunity for a young Accountant or MBA to join a US Food Multinational as Financial Controller, Ukraine. Someone currently a manager in Public Practice or with 2-5 years post qualified experience in commerce. We're looking for a hands-on financial manager who will sort out accounting controls as well as deal with the strategic issues. Currently operating in 6 product lines, 100% growth forecast for

We have opportunities in London, Central & Eastern Europe for internationally mobile Accountants, Treasurers & Tax Professionals. Visit: www.farnwilliams.co.uk

FARN WILLIAMS Diamond House, 37-38 Mutton Garden, London EC1N 8FW Tel: (44) 171 404 4089 Fax: (44) 171 404 4083, Email: farnwilliams@diad.pipex.com

financial controller

KIEV.

U.S. food company

excellent package

the coming year, the subsidiary has ongoing inward investment with new processing plants to follow.

Based in Kiev you will have full responsibility for the finance department, improving systems,

recruiting and training local finance staff and US GAAP reporting back to the European HQ in London.

You will also work with Management, investigating and supporting new business

opportunities, look after treasury, & develop tax efficient financing arrangements in conjunction with European Treasury & Tax Departments. The Country Controller should be a strong number two to the

General Manager, deputising for him in his absence and getting involved in operational aspects of the business. This is a great opportunity to learn and develop your skills at a broader level than pure financial management. Russian language ability would be an advantage, if Russian, fluent English is necessary. We also want someone who is looking for a long term international career, not a short term assignment.

Director, Treasury Projects

Brighton

c £50,000 + Benefits

American Express is one of the best known branded companies in the world. Travel Related Services incorporates three product areas: Cards, Travellers' Cheques and Corporate and Retail Travel. These are supported by a series of highly qualified and energetic functional teams, with International Treasury providing critical input to the smooth and efficient operational activities, as well as key strategic contributions to the effective evolution of the business and its products.

As a result of internal promotion, there is a requirement to recruit a Director, Treasury Projects to head the small but highly regarded internal treasury consultancy team. The scope of this role is broad and enjoys a strong and authoritative profile reporting to the Vice-President and Treasurer for Europe, Middle East and Africa. Working alongside two other line treasury Directors, and having responsibility for a first class experienced team, this individual will define and lead projects, acting as a focal point of expertise and managing assignments from their inception through to implementation.

Candidates will probably be qualified accountants who have specialised in treasury for at least 3-5 years and are members of the Association of Corporate Treasurers. A strong command of international treasury, tax and related regulatory issues is essential, as is a proven track record of successful project management. Personal qualities will include an open and persuasive communication style, an energetic and committed work ethic, and the intellectual capacity to deal with a series of demanding and complex assignments concurrently.

Above all, we are particularly interested in individuals who are committed to rapid career advancement and who will thrive in the challenging and goal-oriented environment of this world class organisation.

Applicants should forward a comprehensive CV, quoting reference 298365 to Jon Boyle ACA, Executive Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Birmingham Edinburgh Glasgow Leeds London
Maidenhead Manchester Nottingham St Albans & Worldwide



c £50,000 + Benefits

PRICING ANALYST

- £30k

LEASING

- FINANCIAL SERVICES

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• Develops and implements operational policies, performance measurements, standards and plans to ensure correct financial practices and adequate controls.

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• Coordinates the formulation and evaluation of financial reports for the Executive Director with particular attention to commenting upon compliance with the organization's programme of work and budget.

• Serves the legislative body and senior management as an authoritative source of advice regarding management of finances, and participates in the development of broad organizational objectives and related policies for implementation.

• Directs through supervisors the provision of financial services and maintenance of financial records.

• Performs the functions of Approving Officer for all UNOPS financial transactions, sets financial standards and formulates financial procedures that ensure adherence to the Financial Regulations and Rules and maintains or strengthens internal controls with the purpose of having UNOPS operate efficiently, effectively and in a business-like manner.

• Co-signs, along with the Executive Director, the UNOPS financial statements, certifying their integrity and objectivity.

• Reviews procurement activities (purchasing of equipment and supplies, contracting for work and services, and hiring of project personnel) and reports back to the Executive Director any non-compliance with standards and procedures; reviews performance and reporting of the project holders; and provides training on handling of project Accounts and other finance and administration matters to headquarters and field staff as appropriate.

• Has overall responsibility for the activities of the Personnel Section and ensures that all UNOPS personnel (headquarters, outposts and projects) are recruited and administered effectively and efficiently.

• As UNOPS' Chief Procurement Officer (CPO), receives the advice of the Procurement Review Advisory Committee and approves or disapproves awards of contracts, as appropriate.

• As a member of senior management, participates, together with the other Assistant Directors, in all Management Coordination Committee meetings, Division Chiefs and ad-hoc meetings that may be called; represents the organization in interagency and external meetings dealing with budget and finance matters.

Qualifications and Experience:

• Post graduate degree in Business Administration and/or CPA;

• Professional budgetary and financial experience of 18 years, of which at least 5 must have been at Senior Management level, i.e., Controller or equivalent;

• Proven record of professional accomplishment and supervisory skills;

• Full proficiency in English and either French or Spanish.

Submission of Applications:

Candidates should submit an application including a letter of interest and C.V. to: Chief of Administration Section, United Nations Office for Project Services, 20 E. 42nd St., 14th Fl., New York, NY 10017. Reference: "UNOPS Assistant Director". Women candidates are encouraged to apply. Candidates are also requested, where possible, to attach a Personal History Form (PHF), obtainable from UNOPS, New York, or the office of the UNOPS Resident Representative. Applications should be received by UNOPS by 26 July 1996 and may be forwarded by FAX: 1-212-906-6815. Only those candidates that are shortlisted will be contacted.



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Malaysian visionaries of first 'intelligent city'

By James Kyngie in Kuala Lumpur and Guy de Jonquieres in London

Tengku Mohammed Azizman Shariffadeen is a prince of royal blood with a high-tech vision of Malaysia's future. His ambition is to turn his country into the Asian hub of the global information industry.

That vision was given a significant boost this week when Telekom Malaysia, the former state monopoly, announced it intended to invest M\$5bn (US\$2bn) over eight to 10 years to lay the infrastructure for a "multimedia super corridor" to accommodate high-technology companies.

Centred on Kuala Lumpur, the 600 sq km super corridor 18km wide and 40km long, is to link Kuala Lumpur's city centre, a new international airport and an administrative capital, Putrajaya, which is under construction at a cost of M\$20bn. The government hopes the area will attract information processors, software groups, Internet operators, microchip designers and other high-technology groups.

Putrajaya would be the world's

first "intelligent city", in which paperwork would be replaced by integrated information systems, which might also allow citizens to vote electronically in referendums. On-line networks at the airport would continuously monitor passenger and cargo movements.

It is the bold vision of both Tengku Mohammed, director-general of the Malaysian Institute of Micro-electronic Systems, part of the science and technology ministry, and prime minister Dr. Mahathir Mohamed, who has been promoting the corridor, addressing Japanese and US business leaders. Next month, the prime minister will host an exposition in Kuala Lumpur, at which he hopes to win investment pledges from the estimated 25,000 participants.

That is only the start. Tengku Mohammed also sees the super corridor becoming home to a thriving community of information industries.

Dr Mahathir was won over to the idea - he is closely associated with the country's biggest prestige projects - two years ago by Mr Kenichi

Ohmura, Japan's leading business guru and former head of the Tokyo office of McKinsey, the international management consultancy.

At the suggestion of Mr Ohmura, McKinsey was asked to produce a feasibility report on the super corridor. Tengku Mohammed says that after reading it, the prime minister concluded: "It's do-able, very do-able." Since then, things have moved ahead fast. A company has been set up to promote and market the super corridor, while NTT, Japan's dominant domestic telecommunications company, is carrying out a study on the technical specifications.

"We have approached this from the point of view of being world class," Tengku Mohammed says. "There is no way Malaysian companies can attain world class in a short time, so we are inviting foreign companies [to the exposition]." He says a number of international information luminaries have been invited to join a cumulative board and to lead the project's development. They include Mr Bill Gates of Microsoft, Mr Larry Ellison of Oracle and Mr James

Clarke of Netscape.



Mahathir: was over

How far they are ready to become involved is still unclear. Microsoft says its Malaysian subsidiary is "very supportive" of the government's efforts and is setting up its south-east Asian regional headquarters in the country.

It is also providing technology and software to training institutes and schools. However, the company says it is not "directly making R&D-type investments in Malaysia".

One question yet to be resolved is how well free-spirited western information industries would fit in a country which bans pornography, censors explosives on television and is notoriously sensitive to foreign press criticisms of its leaders.

Singapore cracks down on Internet

By James Kyngie in Kuala Lumpur

Singapore yesterday announced new measures to regulate the kind of material its citizens may view on the Internet. It said the new rules were aimed at protecting the national interest and shielding children from objectionable material.

The Singapore Broadcasting Authority said the measures - to take effect next Monday - required Internet operators, from main providers to cybercafés, to register with the SBA, a government body.

In addition, any organisation injecting locally produced religious or political material on the Internet's World Wide Web pages will need an SBA registration.

Once registered, Internet providers will be responsible for policing pages to ensure that objectionable material does not appear. SBA officials said the definition of "objectionable" included content "which tends to bring the government into hatred or contempt, or which excites disaffection against the government".

If such material is spotted, operators may be asked to block access to

the web site where it appears. Failure to comply with the new regulations could elicit a fine or the cancellation of an operating licence.

SBA officials said the new measures did not mean that criticism of the government was banned but added that people should be "responsible". They did not define what type of criticism was responsible and what was not.

Singapore is due to hold national elections on an unspecified date after mid-August this year. Mr Goh Chok Tong, the prime minister, has said that he wants the ruling People's Action party to win with more than 60 per cent of the vote.

The city state has had a complicated relationship with the Internet. On the one hand, it recognises the Internet as indispensable to its drive to become a regional hub for information technology.

On the other, it is concerned that the net may be a conduit for alien influences which may corrupt Singapore's value system of personal decorum and of respect for the family and state.

About 100,000 of Singapore's 3m people use the Internet.

Sumitomo losses reach Tokyo's corridors of power

By Emilio Terasone in Tokyo

The consequences of Sumitomo Corporation's huge copper losses are beginning to echo uncomfortably in the corridors of Japan's Ministry of International Trade and Industry, which has spent the last few weeks trying to distance itself from the affair.

On the day Sumitomo announced losses of \$1.8bn, Mr Shunpei Tsukahara, the MITI minister, denied all knowledge of troubles in the copper market and of the particular problems at the trading house. "I found out about it only this morning," said Mr Tsukahara, whose ministry oversees the commodities market and the trade balance.

But the question of how much MITI and its minister knew about the Sumitomo case remains central to an understanding of its implications. Senior officials at the ministry now say they were told of the losses a few days before the Sumitomo announcement, but suggest the message was not relayed to the minister himself.

"MITI's reaction to the whole thing has been very strange," says a bureaucrat from another ministry.

The government reluctance to get involved has prompted questions in the Japanese media about the influence of trading houses and the impact of *amakudori*, government officials taking jobs in the private sector. Sumitomo has two former diplomats as advisers on its payroll, while a former prosecutor is one of four internal auditors. Tokyo prosecutors have said they will examine the case and the role of Mr Yesso Hamanaka, blamed by Sumitomo for the losses, but it expected that an investigation will not be formally launched until late this year.

The claimed lack of a MITI role in the copper case contrasts sharply with its image as the central agency in developing the country's industrial policy and its ongoing role in resources. The natural resources and energy agency under MITI's wing has often been in close contact with trading house officials over plans for the trading of metals futures contracts in Japan.

Separately, a metal research institute affiliated to the ministry has kept a close eye on the London Metal Exchange, which was seen as a competitor when MITI was developing plans a decade ago to establish a metals exchange. While copper future trading is not likely in Tokyo soon, the trading of aluminium futures begins on a trial basis next April.

In numerous briefings and memos by ministry officials following Sumitomo's announcement, Mr Tsukahara has been told that the company had not broken domestic laws and that MITI does not have a further regulatory role in this case. He has diligently repeated these words and said the ministry must wait for the results of Sumitomo's internal probe; some Sumitomo staff have indicated the case is so complex that a conclusion will take "several years".

Sumitomo has been in close contact with authorities in the UK and US over the matter and notified us in the last minute as a part of protocol," a MITI official explained.

A Japanese business magazine suggested that MITI's reluctance to get involved stemmed from its decreasing authority. The ministry has been plagued by highly publicised factional disputes and is in danger of a descent into oblivion, it said.

Some financial bureaucrats suggest MITI is trying to avoid the fate of the Finance Ministry in its handling of the Daiwa Bank debacle last year. The incident, where Daiwa was expelled from the US after revelations of fraudulent deals by a bond trader, highlighted the Finance Ministry's close ties with the banks and an accompanying lack of public disclosure. The incident led to domestic and international criticism and eventually prompted calls by Japanese politicians to break up the once omnipotent ministry.

Copper traders had hoped that last month's visit by US and UK authorities would give the Japanese government the cue to start its own investigation. However, MITI and Sumitomo only reiterated their willingness to co-operate with the UK Securities Investment Board, Serious Fraud Office and the US Commodity Futures Trading Commission, without making public revelations.

Indonesia's Suharto: a hard act to follow

Posing with his family for photographers during his medical check-up at a clinic in Germany this week, Indonesia's 76-year-old President Suharto appeared anything but ill. Smiling and chatting with his grandchildren and daughters, he made market nervousness about his health look premature.

But Mr Suharto's return home tomorrow and assurances that he can still play nine holes of golf with a handicap of 12 are unlikely to temper speculation about who is to succeed him. Since independence, Indonesia has had only one change-over of president and it was bloody and chaotic. And now "people are suddenly realising [Suharto] is old," says a western diplomat in Jakarta.

The death of his wife earlier this year was a reminder of Mr Suharto's own mortality and questions about the succession have centred on whether he will run for a seventh five-year term in 1998.

The former military com-

mander has played a pivotal role in modernising Indonesia's economy. He brought the country from the edge of bankruptcy in the mid-1980s to the verge of middle-income status.

Most observers agree that Mr Suharto's successor will have to be a Muslim and acceptable to the military. The military, while having no constitutional role in politics, has long been a significant force under its self-proclaimed *dutungsi* role - the dual functions of guaranteeing social order and security. As a national symbol, the president must also represent the country's Muslim majority.

Mr Suharto is widely credited with creating a sense of nationhood in a country with hundreds of ethnicities and languages. The process has at times been brutal: suspected communists have been persecuted, rebellions in outlying islands have been crushed in bloody conflicts, and generals

and politicians who have dared oppose Mr Suharto have been sidelined.

The list of potential successors includes the president's eldest daughter, Ms Siti Harti, Janti Rukmana, 47, who is chairman of the ruling Golkar party's central board, and his son-in-law, Brigadier General Prabowo, in his early 40s but already a rising star.

General Prabowo's rapid progression in the military to head of the elite army unit Kopassus is viewed as a sign Mr Suharto may be grooming him for the top post or the vice presidency.

However, some observers say a successor related to the president could smack of a dynasty at a time when there has been growing resentment at the expansion of the presidential family members' business activities.

Those outside the presidential family whose names are

often mentioned are Mr B.J. Habibie, the minister for research and technology, Mr Guntjar Kartasasmita, chairman of the development planning board, Mr Moerdiono, state secretary, and Lieutenant General Wiranto, commander of the army's strategic reserve command.

However, Mr Habibie has clashed with the military over the purchase of warships, and Mr Moerdiono and Mr Guntjar, both ambitious senior officials, have their power bases in the bureaucracy rather than the military. General Wiranto, a former personal aide to the president, is regarded as a possible candidate partly because Mr Suharto held the position himself before he sailed power in 1995.

At that time, however, no one would have placed any bets on Mr Suharto. An obscure, apparently apolitical major general at the time, he

oust and replaced Indonesia's charismatic founding President Sukarno in the aftermath of an aborted coup blamed on the communists.

Mr Suharto's style of leadership contrasts with his predecessor's. Mr Sukarno gave flamboyant speeches, talking the west to "go to hell" with their aid. Mr Suharto often sounds wooden and devoid of emotion and rarely strays from his script. While Mr Sukarno preferred the pomp and luxury of the presidential palace, Mr Suharto chooses to live in his residence in a Jakarta suburb.

Diplomats say this apparent simplicity masks a shrewd, ruthless mind. Mr Suharto himself gives few clues. "The most important thing for me is to complete my term until 1998," he said two months ago in his most recent allusion to the succession. "But you should know that I'll be 77 then and that is old."

Under the constitution, the vice president is required to take over if the president dies in office. Former army commander Try Sutrisno, the current vice president, is widely regarded as an ineffective figure in Indonesian politics.

A successor will have to be voted in by the 1,000-member People's Consultative Assembly (the MPR), Indonesia's highest political body under the constitution. The MPR has some elected representatives but most are appointed by Mr Suharto.

There is always the possibility that Mr Suharto may choose to continue ruling from behind the scenes. Whether he does so or not, there is little doubt that the successor will have to guarantee the security of Mr Suharto's children and their business ventures, which range from satellite telecommunications to petrochemicals. However, a chosen successor



Suharto: nine holes of golf

may also have his or her own interests to protect.

"At some point there is a choice between sound economic policies and policies which benefit special interest groups," says one observer. "Suharto has balanced these but when he goes which will prevail?"

ASIA-PACIFIC NEWS DIGEST

US takes hard line over Burma

The US will consult south-east Asian friends and allies on how to curb a "new tide of repression" in Burma, including a possible international economic boycott, secretary of state Warren Christopher said yesterday. But Mr Christopher, who is to meet foreign ministers from the seven-nation Association of South-east Asian Nations (Asean) in Jakarta from July 23 to 25, said he did not expect an early consensus on any proposed boycott to nudge Burma's ruling military junta towards democratic reform.

Meanwhile, Norway yesterday said it had evidence its honorary consul in Burma was tortured before he died in a Bangkok prison last month. Norwegian Deputy Foreign Minister Jan Egeland said Oslo held the Burmese military government responsible for the death of honorary consul Leo Nichols, a 65-year-old diabetic with a heart condition, after he was convicted of operating home telephones and fax machines without permission. Nichols, an uncredited representative for Denmark, Norway, Finland and Switzerland, was sentenced to a three-year prison term in May.

Reuters, Washington

Beijing rebuffs Taiwan offer

China rebuffed a fresh call yesterday by Taiwan's president Lee Teng-hui for a summit meeting with Mr Jiang Zemin, his Chinese counterpart. During an address to Taiwan's National Assembly, Mr Lee renewed his offer of a "leaders' meeting" in an effort to break a year-long freeze in relations.

"To start a new era in... co-operation across the Taiwan strait and ensure the stability and prosperity in the Asia Pacific region, Teng-hui would like to meet communist China's highest leader to exchange opinions," he said. Mr Lee had said at his inauguration address on May 20 that he was willing to hold such a meeting, but he asserted the island would pursue an international role, an ambition Beijing rejects. Mr Cui Tiankai, China's foreign ministry spokesman, spurned Mr Lee's offer. "The most urgent thing is for Taiwan leaders not to engage in verbal publicity but to take concrete action to return to the principle of one China," Laura Tyson, Taipei

China sees disruption over HK

China yesterday accused the Hong Kong government of disrupting progress towards the transfer of sovereignty from Britain on July 1 next year, charging it with blackmail over a dispute concerning the scope and definition of laws covering subversion and treason. A spokesman for the Hong Kong and Macao Affairs Office said that Britain and Hong Kong were taking an "irresponsible" stance and demanded co-operation to achieve a smooth handover.

The statement follows comments last week in which Mr Peter Lai, Hong Kong's security secretary, said the Hong Kong government was working on its own concepts of treason and subversion to bring the territory's official secrets act and crimes ordinance in line with the Basic Law - Hong Kong's post-handover constitution. Chinese officials said such issues were within its sovereign rights. John Ridding, Hong Kong

Arrest warrant for Murdoch

An Indian court has issued an arrest warrant for media chief Mr Rupert Murdoch, who has refused to appear at a defamation case filed by a descendant of Mahatma Gandhi, the nation's spiritual father. Lawyers said the warrant could not be served while Mr Murdoch was out of India. Last year, police returned a similar arrest warrant to court after failing to reach him. Mr Tushar Gandhi sued Mr Murdoch last year, saying his great grandfather was defamed by a guest on a Star TV chat show. Murdoch's News Corporation owns Star TV. Star TV apologised and took the show off the air, but Mr Gandhi says he will pursue the case. Reuters, Bombay

Mongolia's first private bank fails

Mongolia's first private commercial bank has collapsed under a burden of bad debt and poor management, agencies report. The Mongol Bank, or central bank, revoked on June 5 the licence of the Central Asia Bank (CAB), established in 1992 as Mongolia's first fully private commercial bank, for failing to meet interest payments on deposits, central bank official Ms Enkhjargal said.

The reason for the insolvency was connected to bad management and poor loan collection... the mismanagement of assets and liabilities and the poor quality of loans," Ms Enkhjargal said.

The collapse underscores a banking crisis as the north Asian nation struggles to adjust to a market economy, officials said.

The CAB had been under central bank supervision after inspections revealed administrative problems and corruption, Ms Enkhjargal said. "We discovered during on-site inspections some problems such as bad management, bad loans and insider loans," she said.

To try to force Mongolia's fledgling private bank back into line, the central bank halted loans to the CAB, refused to issue new branch licences and fined its management, she said.

She declined to reveal the bank's assets and liabilities, saying the central bank had yet to complete its audit. It was unclear if depositors would recover their savings, she said, adding that she expected the courts to rule soon on whether the bank would be sold off or declared bankrupt.

Other bankers said the collapse of the CAB was a dramatic portent of a wider financial crisis facing the nation of 2.3m people as it struggles to swap seven decades of Stalinist central planning for market forces.

Mongolia's opposition Democratic Union Coalition swept home to a landslide victory general elections earlier this month, routing the former communists, who held power for 75 years and whose economic reforms were finally beginning to bear fruit.

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NEWS: UK

Lloyd's reaches deal to end US action

By Ralph Atkins,
Insurance Correspondent

Lloyd's of London yesterday all but removed the biggest obstacle facing its recovery plan by striking an outline deal to end legal action brought by US state securities regulators.

The agreement requires Lloyd's to find up to \$40m (£25m) extra to help US Names - a fifth of the sum it is seeking to collect from them to cover underwriting obligations.

In return, the regulators would not take any action to derail implementation of the insurance market's recovery plan this summer.

However, the US concessions will fuel demands from hard-line Names in the UK for extra help and are unlikely to prevent some of the most angry US Names continuing legal action.

The US deal improves further the chances of Lloyd's marking a dramatic comeback,

Influential Names group decides to back recovery plan

Leaders of a group representing nearly a quarter of Lloyd's of London Names yesterday swung behind the insurance market's recovery plan, providing another boost to its chances of success, Ralph Atkins writes.

Mr Michael Deeny, the chairman of the 3,093-strong Gooda Walker action group, said the deal represented "a very considerable victory" for his members who had been victims of appalling negligence.

Group members expect to receive £24m (£315m) for losses on Gooda Walker action group syndicates - 87 per cent of

total losses - and more than a £1bn, or 74 per cent, in respect of losses incurred across all Lloyd's syndicates. Names are individuals whose assets have traditionally supported the insurance market.

The action group's backing came as Lloyd's prepared to unveil figures today showing the market, after losses of more than £5bn, had bounced back with a profit of more than £1bn in 1995. Lloyd's reports three years in arrears.

On Monday, Lloyd's hopes at its annual meeting in London to win strong support for measures to finance the recovery plan.

The action group's recommendation is important because it represents some of the biggest losers from whom Lloyd's needs to collect outstanding debts and persuade to drop litigation.

Lloyd's last settlement offer, worth \$900m, failed largely because it was rejected by Gooda Walker Names.

"We are actually being offered more than we can be confident of recovering through the courts," Mr Deeny said.

The Gooda Walker group will meet on July 30 to seek members' approval for settling their litigation.

after losses of more than £5bn in recent years, by winning sufficient support for the recovery plan by the August 28 deadline.

The plan includes a £3.1bn out-of-court settlement for loss-making and litigating Names, individuals whose assets have traditionally supported

Lloyd's. The £3.1bn will help offset the cost of drawing a line under Names' affairs at Lloyd's. In return Names would have to drop litigating rights.

The US deal is a particular relief for Lloyd's because the state regulators could have prevented Names from taking

part in the recovery plan, vital to securing the market's future. The regulators also could have scuppered the plan completely by freezing assets held by Lloyd's in the US to support local underwriting.

Mr David Rowland, Lloyd's chairman, said the deal "removes the final significant

obstacle to the resolution of our past problems".

The agreement was reached with a negotiating committee set up by the North American Securities Administrators Association (NASAA) after a series of allegations that Lloyd's was mis-selling investment in the market.

The deal has to be agreed with individual states by late Saturday but Lloyd's is confident of winning approval from a large majority. The \$40m extra Lloyd's has agreed to pay if all US states accept would be allocated to Names by the NASAA committee.

Lloyd's is braced for demands from other Names that they should also have special privileges - particularly those who have paid losses and resent seeing others being bailed out. But among moderate loss-making Names' leaders, reaction last night to the US deal was positive.

The Association of Lloyd's Members said it had long recognised that the different legal and regulatory environment in the US "might well call for special provisions".

Mr Tom Benyon, the chairman of the Society of Names, said: "All Names should rejoice at this news. It looks like the end of world war three."

Racing circuit aims for expansion

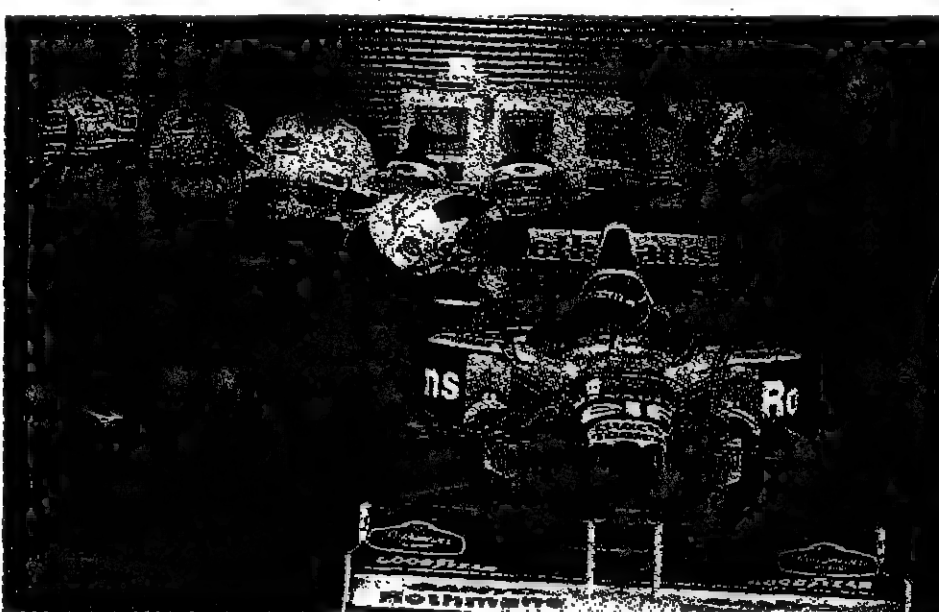
By John Griffiths in London

Silverstone, the circuit that has been synonymous with British motor racing for decades, could reinforce its claim to be the centre of the £1.3bn (£2bn) racing industry if an ambitious expansion plan goes ahead.

The British Racing Drivers Club, the owner of the site, wants to create a "technology village" for both the UK's world-beating motor sport industry and mainstream carmakers.

Silverstone Circuits, the company which operates the existing 800-acre Northamptonshire complex as a wholly owned subsidiary of the BRDC, has applied to local authorities in Northamptonshire and Buckinghamshire for permission to extend existing industrial units into a 50-acre technology park.

While the planning process is expected to take several months, the authorities are supporting the venture in principle - mainly based on its potential to create hundreds of jobs, with their multiplier effect in the surrounding economy. Silverstone already employs 400 people.



Steering group: leading UK driver Damon Hill (extreme left) with the Williams team at Silverstone

Silverstone Circuits has also begun negotiations to buy a 400-acre site, adjoining the circuit, which contains two golf courses and on which there is existing planning permission for a 190-bedroom hotel.

The main Silverstone complex is already the subject of a £18m investment programme that in the past two years has seen the introduction of a conference hall and indoor and outdoor exhibition facilities, as well as the upgrading of spectator facilities.

By the end of the year, Silverstone Circuits intends to have the framework for a 1,900-acre complex, drawing

together many of the small companies that have turned UK motor sport into what Mr Tim Eggar, the industry minister, described in the run-up to Sunday's Silverstone Grand Prix, as a £1.3bn "disgorging" British industry employing 50,000.

As part of its campaign to improve UK business competitiveness, the Department of Trade and Industry is looking "urgently" at initiatives to spread the motor sport industry's culture more widely - "to make winners out of more and more British firms in industry at large", according to Mr Eggar. The technology centre

may take longer to establish than in normal commercial conditions because the BRDC's constitution forbids borrowing, and construction must be financed out of income. However, that has not prevented a total of £28m being spent or invested locally in the past decade, from receipts totalling £104m.

Last year the club turned over £18.7m and declared a pre-tax profit of £1.28m - derived mostly from the Grand Prix and from the 40,000 or more people who attended Silverstone's various motor racing, rallying and young drivers' courses last year.

Employers fear big extension of social legislation

By Robert Taylor,
Employment Editor

Employers fear that a forthcoming European court judgment could lead to a big extension in Britain and the rest of the European Union of social legislation.

The ruling will be over the UK government's legal challenge to the EU working time directive on hours, holidays, rest breaks and nightwork.

Employers' concern emerged yesterday when Mr Zygmunt Tyszkiewicz - president of Unice, the European employer organisation - said in Dublin that he feared the forthcoming court judgment could pave the way for a radical increase in social legislation for employees and trade unions.

The judgment - now expected in September - will decide if the directive is lawful. Under EU law a unanimous vote of member states is required for the introduction of any social measures unless they concern health and safety issues, when a qualified majority is needed. The UK said that laws on working time are not covered by health and safety criteria. But employers fear the court may back last March's verdict

by the court's advocate-general, who said he believed the EU needed only a qualified majority vote of member states to pass measures that involved "improvements" in the "working environment". His judgment said: "This must be construed in broad terms as including any factor affecting the worker in his work." If the court upheld the advocate-general's opinion, it would mean that a wide range of social measures could be introduced by qualified majority.

The UK's Engineering Employers' Federation yesterday said it had warned the government nearly three years ago that its planned challenge to the working time directive could open the way to a broad interpretation of what areas could be covered by qualified majority voting and undermine the UK's opt-out from the social chapter.

Mr Peter Reid, the EEF's European co-ordinator, said yesterday that he believed the working time directive was flexible enough to provide scope for the UK government to introduce it into the UK "flexibly enough to ensure it has a minimum impact" on British companies.

Lower housing costs force inflation lower

By Graham Bowley
and Gillian Tett

The UK's Office for National Statistics said British inflation fell to 2.1 per cent last month, its lowest rate for 30 months, thanks mainly to lower housing costs. The retail prices index rose 0.1 per cent between May and June to 133.0.

The annual inflation rate in the tax and prices index, which includes tax payments, services and goods, rose 0.6 per cent in the year to June, the smallest rise since January 1993. This implies the average household would have needed a rise of only 0.6 per cent in pre-tax income to maintain its living standards.

Only a year ago the rate of TPI annual increase was run-

ning at about 4 per cent, but it has fallen sharply since April as last November's Budget tax cuts came into effect.

This should be good news for the ruling Conservative government because it suggests a strong boost for consumer spending power because take-home wages are now rising significantly faster than prices.

Treasury officials have warned Mr Kenneth Clarke, the UK chancellor, that the government's spending targets for next year need to be cut significantly simply to take account of the improved outlook for inflation since last November's Budget, Roberts Chote writes. In Tuesday's summer economic forecast Mr Clarke left unchanged his forecast for the government's target measure of inflation but revised down the "GDP deflator", the broadest measure

of inflationary pressure. The GDP deflator for 1996-96 has turned out at 2.5 per cent, rather than the 3.75 per cent expected last November. This means that cash plans for government spending outlined last November now concede a bigger increase in real resources to government departments than the Treasury had intended. Current plans now imply a 1.1 per cent rise in real core spending next year, rather than the 0.6 per cent implied in the Budget.

At present average earnings are growing at an annual rate of 3.75 per cent, suggesting annual real post-tax earnings growth of about 3.15 per cent.

More disappointing for the government was the rate of underlying inflation, the government's favoured measure which excludes mortgage interest payments. This was unchanged at 2.8 per cent. The government's target is to bring inflation to 2.5 per cent or below over the next two years.

The Treasury said it remained convinced that inflation would not turn low even if consumer spending surges next year.

Meanwhile, government hopes that it will fight the next general election on the back of a consumer spending boom are

given a significant boost today as retailers report the strongest sales growth since 1990.

The Confederation of British Industry's distributive trades survey, published today, shows that almost two-thirds of retailers are now seeing higher sales than a year ago - a much higher proportion than in recent months.

The figures provide some of the strongest support to date for the upbeat forecasts for consumer spending unveiled by Mr Kenneth Clarke, the chancellor of the exchequer, this week.

He believes that tax cuts, lower interest rates and rising personal incomes mean that spending will be growing at a healthy annual rate of 4.5 per cent by next year.

Pound's recovery prompts puzzlement

Popularity of Labour party is one explanation for currency's rise to 16-month high

The adjective least likely to have been associated with the British pound in recent times is "mighty". But over the past few months, the phrase "mighty pound" has been heard again on exchanges in the City of London as the currency begins to stage a modest comeback.

Its surprise revival - it has risen more than 5 per cent against a basket of other currencies in just seven months to a 16-month high - has provoked debate among currency analysts on possible explanations. Economists, too, are puzzling over the likely impact of the currency's appreciation on the UK economy.

Its rise has already had an effect. This week, official figures showed that manufacturers enjoyed the biggest fall in input costs for more than five years - thanks in large part to the strong pound, which cut the cost of imported raw materials. And Mr Kenneth Clarke, the chancellor of the exchequer, lowered interest rates last month - ostensibly to offset the rise of sterling and its impact on manufacturing exports.

The "Blair Factor" - the rising popularity of Mr Tony

Sterling's new profile



Source: Bank of England

Blair, the Labour party leader, among international investors - is among the favoured explanations for the sudden resurgence, along with European monetary union and inflation's persistence in remaining low in spite of reasonably strong economic growth.

Mr Kit Juckes, currency strategist at NatWest Markets, charts the start of the pound's rise from mid-April, the date Mr Blair flew to New York to meet Wall Street investors and businessmen. That was the date, says Mr Juckes, when international investors began to be persuaded that Labour

could be trusted with the stewardship of the economy.

Up to that point, sterling had failed to join in a European renaissance that had seen several European currencies, including the Italian lira and the Spanish peseta, rally strongly against the D-Mark as the German authorities attempted to reflate their flagging economy by guiding the currency lower.

Investors were reluctant to invest in a currency which seemed to carry a large political risk.

They suspected that the Conservative party might take unwarranted risks with the

economy in order to boost popularity before the next UK general election which has to be called by May next year. They also feared the prospect of a Labour government, which they associated with the inflation and overspending of the 1970s.

These fears and suspicions helped drag sterling to record lows in November. By that time, it had lost almost a fifth of its value since 1990.

In April, the mood changed. According to Mr Steve Hannah, head of research at IBI International, the Japanese bank, investors were reassured that a Conservative party election "scorched earth" policy was unlikely. Inflation looked set to remain low and problems with the trade gap failed to materialise. Meanwhile, Mr Clarke repeatedly talked down the chances of a pre-election tax giveaway.

More importantly, investors began to believe that not only was a Labour victory increasingly likely, but that Labour economic policies would be very similar to the present government's.

"International investors began to be persuaded that New Labour is nothing to

fear," said Mr George Magnus, chief international economist at UBS, the Swiss Bank.

The pound also benefited from the feeling that a Labour government was more likely than the Tory party to take sterling into the Euro - and so would benefit from the anti-inflationary rigour of the proposed European central bank.

However, not everyone in the City of London is convinced about Labour's stance on the single currency. The majority of people in the market would say Labour is as split as the Tories on Euro, said Mr Hannah.

Cynics think that the rally will continue - but only as long as the German Bundesbank chooses to keep the D-Mark weak and the dollar - which has also been strong of late - holds up.

The government might also be called on to curtail the pound's rise if any further appreciation begins to make UK exports uncompetitive. "This is a level opportunity, but beyond that we might be running risks on the exporting side," said Mr Hannah.

Graham Bowley

UK NEWS DIGEST

Pilots' strike threat averted

The threat of an indefinite strike from next Tuesday by British Airways pilots and flight engineers was averted last night when agreement was reached on a new pay proposal.

Mr Chris Darka, the general secretary of BAPA, the pilots' union, said the agreement was a "tremendous result" for staff. His final details were hammered out with Mr Bob Ayling, British Airways chief executive, after three days of intensive talks. "These have been tough, difficult negotiations but we have secured most of what our members wanted when we polled them earlier in the year," Mr Darka added. "We are absolutely delighted."

He said the agreement had been achieved because of the "solid determination and support" the union had received from BA staff around the world. "It has taken a great deal of effort but we made it. Planes will fly next week," he added.

BA had threatened last week to hire new pilots to break the strike if it had begun. It claimed to have more than 3,000 applicants on its books.

Mr Ayling had warned that a stoppage would have meant cancelling about 100,000 passenger flights. Earlier they had announced four further national stoppages by postal workers yesterday after negotiations with Britain's Royal Mail on pay and changing work practices collapsed. The union said the action could cost the Royal Mail up to £5m (£7.8m) for each day.

Robert Taylor, London

POLITICIANS' PAY

MPs give themselves £9,000 rise

British MPs have awarded themselves a controversial pay rise of 36 per cent in a move which is certain to fuel intense anger among the UK's public sector workers. In spite of calls for pay restraint from Mr John Major, the prime minister, and Mr Tony Blair, the Labour leader, the House of Commons voted by an overwhelming majority on Wednesday night to accept a proposal that MPs should get an increase of nearly £9,000 (£14,000) a year.

Amid chaotic scenes in the Commons chamber, MPs voted by 276 votes to 164 to accept a proposal that their salaries should instantly rise from £24,065 to £33,000. Earlier they had rejected by 317 votes to 168 a government proposal that they should receive a salary increase of 3 per cent, in line with inflation. The vote of the vote against the government was an embarrassment to the prime minister.

The votes are certain to make it more difficult for the government to impose a pay squeeze on public sector workers later this year.

James Blin, Westminster

MOBILE PHONES

Orange campaigns against rivals

Orange, the mobile phone operator, is mounting a big advertising campaign about standards in the UK mobile phone industry which is aimed directly at its rivals - including Vodafone - over which it won a High Court victory on Monday.

Orange intends to publish a series of advertisements drawing attention to the legal aspects and aspects of the business that it thinks should be changed. The initial campaign will cost £1m (£1.5m); the total could amount to £4m.

Mr Hans Snook, Orange group managing director, said the industry intended to practice, including concealing costs, that confused customers and "had to stop". Vodafone unsuccessfully sued Orange for malicious falsehood and trademark infringement after Orange advertisements suggested that Orange users save £20 a month.

Alan Cane, London

BROADCASTING

BSkyB to launch pay-per-view

British Sky Broadcasting, the satellite television service, plans to launch a pay-per-view feature film service this autumn. BSkyB has been having talks on the issue with the main Hollywood studios. The aim would be to show three different movies a night on three analogue satellite channels.

The pay-per-view service would, for a fee, show films earlier than on the existing BSkyB film channels, for which viewers pay a monthly subscription.

A launch of pay-per-view this autumn would serve as a test run for plans to launch digital satellite television late next year, complete with more than 200 television channels.

Raymond Snoddy, London

INVESTMENT

Moves into India sought

The UK government was yesterday urged to adopt a range of measures to encourage British investment in India, including pressing for a liberalisation of the Indian steel and insurance industries. The Commons trade and industry committee, in its report "Trade with India", also called on the government to make trade promotions more effective, and to promote a positive image of UK technology. The report says India's economy has changed significantly in the 1990s and that between 1992 and 1995 UK exports grew by almost 80 per cent. The UK has also been the third largest source of new investment in India in the past four years.

George Parker, London

POLITICS

Pro-Europe approach urged

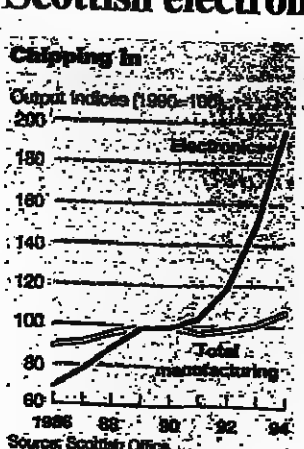
Two former foreign secretaries in Britain's ruling Conservative government yesterday united to urge the government to adopt a more pro-European approach to its campaigning. Speaking at the annual meeting of the Conservative Group for Europe, Mr Douglas Hurd urged his pro-European colleagues to become a "church militant".

"We have to be ready to defend Britain's place in Europe against those who, wittingly or unwittingly, undermine it," he said. Lord Howe, at the same meeting, said the Conservative party "cannot be, and never will be, electorally successful as a Eurosceptic party". Mr Hurd also made a strong attack on those Tories, led by Mr Michael Howard, the home secretary, who have been arguing that the government should reassert the primacy of UK law over European law, to lessen the power of the European Court of Justice.

Robert Peaton, London

INDUSTRIAL OUTPUT

Scottish electronics show growth



Source: Scottish Office

Electronics is the dominant sector in Scotland's manufacturing industry. Output grew by 90 per cent in 1994, according to Scottish Office figures. Much of the industry's output is accounted for by about 20 big plants owned by US and Japanese multinationals.

International Business Machines and Compaq, of the US, have plants assembling personal computers, Motorola, with two microchip plants and one factory making mobile telephones, is Scotland's largest industrial employer. Big Japanese companies include NEC, JVC and Mitsubishi.

In spite of the industry's growth, the number of people employed in 1994 was, at 45,900, fewer than in the late 1980s, although margins above that for 1994. Only 36 per cent of the electronics workforce is employed in UK-owned plants, which tend to be smaller.

James Buzton, Edinburgh

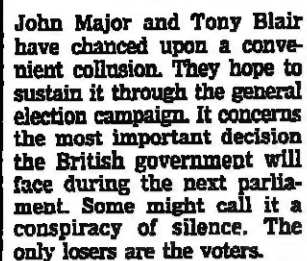
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COMMENT & ANALYSIS

Philip Stephens

Conspiracy of silence

The decision on a single currency is of momentous significance but politicians on both sides are keeping the public in the dark



John Major and Tony Blair have chanced upon a convenient collusion. They hope to sustain it through the general election campaign. It concerns the most important decision the British government will face during the next parliament. Some might call it a conspiracy of silence. The only losers are the voters.

The issue they propose to dodge is the European Union's plan for a single currency. More specifically, it is whether Britain will join. You do not have to be a politician to see that this is an issue of momentous economic and political significance. The answer will shape the nation's destiny.

Consider what the two main parties intend to say to the electorate in advance of that decision. To paraphrase: it is too distant a prospect for us to have a firm policy; there are too many imponderables; it is all very complicated; it might not even happen; we will have a referendum or, in Labour's case, a referendum or another general election.

Putting it politely, this is telling less than the whole truth. Economic and monetary union can no longer be pushed into a dim, distant future. The winner at the election, whether Mr Major or Mr Blair, may have to make up his mind almost as soon as the votes are counted.

We cannot be certain, of course, that Germany and France will meet the deadline to merge their currencies by January 1 1999. On present plans the final decision will be deferred until the spring of 1998. There could yet be a postponement.

But the presumption of responsible politicians must be that the project will proceed on schedule, that the political will in Bonn and Paris will overcome the economic obstacles. In that case, the occupant of 10 Downing Street may need to decide sterling's fate within months of the election.

Let me explain. The precise timetable is a complicated

equation. But since it has been the subject of much obfuscation, it is worth spelling out in some detail.

Mr Major expects to call the election in May 1997. A strict reading of the Maastricht treaty and of the protocol enshrining the British opt-out suggests that the incoming prime minister would have until January 1998 to choose whether to participate in Emu. A more liberal interpretation would stretch that timetable to March of the same year. The latest, theoretically possible, deadline would be June 30 1998.

But the provisions of the treaty tell only half the story. Even if Britain meets the criteria for economic convergence, the government would be obliged to jump several domestic hurdles before it could go ahead.

The first is an almost forgotten provision in the Maastricht Act. It specifies that before Britain notifies its intention to join a single currency, it is required to pass another act of parliament. No one can pretend that would be easy. It would also be just that.

Being in the first wave of Emu would require at least three, and possibly four other pieces of legislation during the first session of the new parliament. A bill would be needed to give independence to the Bank of England. The

winner at the general election, whether it is Mr Major or Mr Blair, may have to make up his mind almost as soon as the votes are counted

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deadline for enactment would be July 1 1998. A law would be required to change the arrangements under which the government funds its borrowing requirement. Yet another would probably be necessary to transfer ownership of the foreign currency reserves from the Treasury to the Bank. And, assuming that a victorious Mr Blair did not opt for another general election, there would have to be a referendum bill.

Legislation takes time. Constitutional legislation like this takes forever. Line up all the hurdles and the best guess of the Whitehall officials paid to understand these things is that to be in at the beginning in 1998, the incoming government would have to make up its mind in principle during the autumn of 1997.

Now rephrase what the politicians intend to say at the election. Within a few months we will make the most important choice Britain has faced in decades. But please, please, do not ask for any clues as to what we may decide.

Their real intentions, of course, are different. Mr Major has no wish to participate. So long a prisoner of his party's Euroscepticism, he is suffering from what you might call Patti Hearst syndrome. You remember Ms Hearst, the American heiress kidnapped during the 1970s by a group of urban guerrillas known as the Symbionese Liberation Army. After a spell in captivity she decided to join them.

The cruel memory of sterling's departure from the exchange rate mechanism is etched on Mr Major's soul. More than once recently I have been told by cabinet colleagues that the prime minister says that, left to himself, he would rule out the possibility for the lifetime of the next parliament. The Eurosceptics - inside and outside the cabinet - are even now planning an autumn campaign to force Mr Major to do just that.

But he cannot do so without seeing Kenneth Clarke and Michael Heseltine quit the

But there are divisions too within Labour. Mr Blair knows that if he chose to be among Emu's front-runners the issue would swamp the first two years of his premiership. Nothing else would count. And he too remembers what the ERM did to Mr Major. So his present view remains that Britain would much more realistically join later, towards the end of the next, or the beginning of the following parliament.

So you see now the purpose of the collusion. I suppose we should not be surprised that Mr Major and Mr Blair have chosen to cloak their different dilemmas in the language of pragmatism. Perhaps it is naive to expect them to consult the voters in anything but the most superficial of terms. But this is a big issue. The convenience of the politicians should not be allowed to displace serious debate.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

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Russia must not let reform drive falter again

From Mr Vladimir Reznichenko

Sir, Indeed, as your editorial ("Boris Yeltsin's famous victory", July 5) stated, July 3 provided a "famous victory" for the Russian president. The road of transformation has now been cleared of all obstacles and Russia has one more chance to progress towards a civilised and prosperous society.

It is only natural that the uncertain political situation has been affecting Russia's economic performance. Now

that the choice between democracy and a return to communism has been decided in favour of the former, the country can concentrate on its economy and try to attract major investment.

Clearly the feeling of impending doom has not swept the whole of society. Recent hardships notwithstanding, Russians spoke up in favour of socio-economic transformation and against a return to the totalitarian past. The main task for the president and his followers is to back up the

results of the vote with practical political, social and economic steps to make Russia's transformations of the past decade truly irreversible.

The young Russian democracy dealt two heavy blows at totalitarianism: in August 1991 and October 1993 when the opponents of the reform drive appeared to have been crushed.

But the authorities proved to be too lenient, failing to push home the advantage and allowing the reform drive to falter. This must not

happen a third time. At the same time, the president cannot avoid taking decisive steps to consolidate a nation that is split. Should the legitimate interests of those who voted for Gennady Zyuganov not be met, Russia will surely never live to see a durable social peace.

Vladimir Reznichenko, Russian Information Agency (RIA)-Novosti, 4 Zubovsky Bulvar, Moscow, Russia

Quality better than quantity

From Mr Owen Simon

Sir, I hope that John Gummer, the environment secretary, is sensible enough to reject the proposal to build the biggest skyscraper in Europe in the City of London ("328m skyscraper planned for City", July 6).

No matter how distinguished the architect, such a building would be bound to have a crushing impact on the rest of the City because tall buildings generate more externalities than not so tall ones; transport congestion, adverse wind effects, blocked views and negative impacts on the amenity of existing buildings are all common consequences. There is also the aesthetic aspect to consider because the skyline of the City of London, so carefully conceived by Wren, has been utterly ruined by insensitive post-war office development.

Business location is far more dependent on the perceived quality of life a city can offer than the number and size of skyscrapers it contains. While, the two cities with relatively unspoiled city centres, are consistently rated as among the best European cities for business location.

Owen Simon, 106 Eborac Street, London SW18 5DL, UK

Refine, not fudge, procedures for Emu

From Mr Robert McDowell

Sir, Your editorial "Fiscal fudge threatens Emu" (July 4) and Lionel Barber's article "Move to fudge Emu procedures halted" (July 1) summarise the political, but not economic, fudge.

For example, the Commission takes gross figures reported by each country, but ignores that some of the debt is owned by governments themselves, ranging in amounts from 9 per cent to 26 per cent of national debt. This is not a level playing field. There are other anomalies. Luxembourg, the only country compliant with the Maastricht criteria, lacks what for others is essential, its own currency, exchange rate and domestic inflation rate.

The aim of Emu is monetary union to guarantee peace, but based on similar economics which after the first world war led to the second world war. If the suggestion of Theo Waigel, the German finance minister,

is followed that all EU states must rapidly achieve balanced budgets, a view endorsed by the UK's chancellor of the exchequer, Kenneth Clarke, post-Emu politics will be extreme. On July 1 you reported "Biggest spending boom in decade predicted" that a group of economists using the Treasury's model found the cost of joining Emu in 1999 would in the UK alone mean 500,000 fewer jobs, 3 per cent loss of gross domestic product and 17 per cent higher income tax. There are also knock-on effects to be considered of other countries making similar cut-backs.

Balancing budgets without tax rises requires public spending to be cut by 20 per cent. That is not the UK and other EU states budget deficits (new debt issuance) equate almost exactly to the amounts required to pay for matured debt and the interest on outstanding debt. Likewise, tax

revenues are in almost precise balance with the cost of public services while budget deficits cover debt servicing. Balanced budgets would mean debt servicing becomes a tax and governments not allowed to employ financial assets, except in short-term Treasury bills.

What proponents of balanced budgets must explain is why government debt issuance is so wrong if it must be cut quickly to zero and how this is justified by lower GDP, the cut-backs in public services and higher unemployment. Entry costs of meeting Maastricht criteria are already severe; balanced budgets would be a disaster. If we must have Emu, surely refining, not fudging, the criteria is good to prevent the "serious ingestion later on" your editorial feared is the price of fudge today.

Robert McDowell, 2A Gresham Road, Cambridge CB1 2ER, UK

Librarians stamped with inappropriate image

From Mr Duncan J. McKay

Sir, It is a shame that Richard Poynder's excellent piece on the 239.50 computer protocol, "Surfing the Index" (Technology, July 9), has been spoiled by the selection of a most inappropriate cartoon.

While Roger Beale's cartoon, "Muriel's strength..." may

be considered amusing in isolation it is not, I feel, appropriate to the subject matter of the article. Indeed, librarians and information scientists do "bring order to chaos" by means of classification systems.

However, while not wishing to be seen as elitist, I feel that

it should be noted that professionally qualified information staff do not perform this function by "stamping" anything with rubber stamps.

Duncan McKay, 82 Sedgwick Street, Cambridge CB1 3AL, UK

Europa • Joost Smiers

The right values for the euro

There has been too much secrecy and not enough debate about the design of the EU's currency

The debate over the European Union's plans for economic and monetary union continues. Meanwhile, the European Monetary Institute, the nucleus of the future European central bank, is busy planning a series of seven European banknotes that will be in circulation by 2002.

The governors of the 15 European central banks who make up the institute's board have invited around 80 designers in EU member states to submit designs. However, the rather vague terms of the commission suggests there is a sad shortage of ideas about what the EU stands for.

The institute has selected two possible themes: an abstract/modern design or ages and styles of Europe. The former would involve the sort of design used on some banknotes in northern European countries. The latter would reflect the EU's common cultural heritage. The institute suggests the banknotes could represent a period of Europe's history, perhaps incorporating portraits of important figures associated with the age.

The only definite requirement is that the design must incorporate a series of security features to reduce the opportunities for forgery.

The institute seems to be saying: "We have no idea how to encapsulate the image and ambience of a united Europe in a series of seven banknotes. Designers, do you have any ideas?"

Mr Anthony Beeke, the Dutch designer, has called this style of commissioning the "grape-shot" approach. It seems like a reflection of philosophical impotence among those responsible for the biggest public design assignment at the end of this century. It is embarrassing to see how responsibility has been shifted to designers whose role is not to decide what is shown on such banknotes.

It also raises serious problems about how agreement will

WE CAN'T AGREE WHICH IMAGE OF PEACEFUL CO-OPERATION TO USE ON THE NEW BANKNOTES



be reached on what should be depicted on the notes. Why, for example, portray a Swedish scholar but not a Greek? Why reject an Italian futurist but depict a Flemish painter?

And a cynic might say there is probably more common European ground in images of the second world war, or of the Dutch war against Spain. But of course that would be counterproductive: banknotes and coins are supposed to radiate stability.

The designs of notes and coins have always played a part in presenting the public image of those in power. The aim is to reassure the user that the authorities can provide for their security, welfare and culture - as well as guaranteeing the value of their money.

A host of different solutions has been found, including depictions of the sovereign, historical figures, scenes portraying society in a positive light, and buildings that imbue the nation with a sense of pride. The use of more abstract designs reflects a desire in some countries to demonstrate modernity and technological superiority.

So what should the currency of a united Europe depict and what kind of feeling should be projected? One solution would be to reflect the freedom of movement of people, goods and

services at the heart of the single market. Indeed, it is in the interests of such free movement that many people believe a single currency is necessary.

But depicting aspects of economic life on banknotes is a risky business. In a free market, after all, a proud bastion of the economy can disintegrate from one moment to the next.

If economic exchange is not a potential theme for the new banknotes, then what about the common legal framework in which economic and social relations take place? It is the state as the embodiment of the rule of law that gives commerce in Europe its stability. And that stability is anchored in the norms and values in the European Convention on Human Rights and many other European institutions.

Since seven denominations of euro notes are planned, I would propose each should represent one of seven cardinal values: the rule of law, democracy, protection of the individual, social equality and freedom from want, sustainable development, cultural diversity and non-discrimination, and freedom of communication and access to means of communication.

These themes are fundamental to Europe, or at least they should be. How should they be

depicted? Naturally, the easiest solution is to let the designers think of ideas themselves. But here too, the initial responsibility lies with the authority commissioning the design. It is up to them to specify the tone of the notes. Should they be moralistic? Should they be funny? Sober? Chic?

In short, a choice has to be made - and not by the designers who should concentrate on their role of transmitting the commission into a design.

Indeed, there is a danger that left to themselves, designers will tend to reflect the values of the commercial sector which are quite different to those that ought to be reflected in communicating public matters.

For example, the central principle of democracy is that everyone is equal; commerce is about exclusion - winning and losing. Democracy is a slow process; trade is about seizing opportunities, even if this means ignoring social and cultural interests.

Naturally, these two worlds should be presented in different ways. However, commercially inspired images have become so dominant that designers find it increasingly difficult to create images and ambiances not touched by these influences and reflecting public norms and values.

However, the failure to consider such issues reflects the secrecy with which the project has been organised. Even the names of the 30 designers have been kept secret (though those of the Dutch contributors, Ootje Oomsma, Joop Drupsteen and Inge Madlé, have been published).

The whole process is being controlled by the 15 governors of the EU's national central banks. This is unacceptable for such a public project. It would, of course, be hardly practical for all 360m Europeans to decide on the terms for the design of the euro. But the currency under consideration is a public matter, as are the values that the notes will project.

Surely the central banks and the European Monetary Institute should have launched a public debate. Then the designers could have been left to translate the results into powerful images that would have reinforced the unity of Europe.

The author is director of the Centre for Research at Utrecht School of the Arts.

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FINANCIAL TIMES

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The long arm of America

The US threat to deny entry to executives and shareholders of Sheritt International, a Canadian mining company accused of infringing the newly enacted Helms-Burton law, would be enough on its own to warrant an international outcry. However, the incident is only one - and by no means the most disturbing - manifestation of a US policy trend, to which other governments need to give a firm and vigorous response.

The exact form of that response will depend on whether President Bill Clinton decides next week to waive Title Three of Helms-Burton, which authorises private US court cases against foreign companies and others "trafficking" in confiscated Cuban assets. His refusal to do so could unleash an uncontrollable flood of litigation which would impair the property rights of foreign investors in the US and jeopardise relations with trusted allies.

In that event, it would be imperative for the European Union, as the world's largest trading power, to present a united front. At the least, it should challenge the legality of the US legislation in the World Trade Organisation. It should also plan graduated retaliation while ensuring it complies with WTO rules. Among the options are stricter visa and work permit rules for US executives visiting Europe; legislation curtailing European companies to counter-sue US-owned companies for damages awarded by US courts; and trade sanctions in sectors such as aviation and telecommunications.

where the WTO's rules and disciplines do not yet apply.

Some in Britain might balk at a Brussels initiative directed at Washington. They need to recognise that the UK, as the biggest foreign investor in the US, has most at risk, while its influence on US policy is negligible. Furthermore, failure to stand firm this time would encourage further US attempts to impose its laws on the rest of the world. Already, Congress is working, with administration support, on a bill to permit sanctions on foreign investors in Iran and Libya.

Even if Mr Clinton waives Title Three of Helms-Burton, his readiness thus far to acquiesce in extra-territorial legislation has compromised his authority over US foreign policy. At worst, he risks surrendering it to myopic sections of Congress, who seem to think that the US should deal with rogue regimes, such as Cuba and Iran, by bullying its allies.

Other governments need to remind the US forcefully of a fact that its own legislators appear to have overlooked: it is part of an integrated global economy, on which its own prosperity increasingly depends.

If it persists in playing the lone cowboy, it will invite reprisals against its own commercial interests abroad. Ultimately, it will undermine the rules governing the conduct of international economic and trade relations. Those rules operate to the advantage of all countries. The US is no exception.

Long Term trend

It is always rash to assume that change can happen suddenly or quickly in a country such as Japan, but yesterday's announcement that Long Term Credit Bank is preparing to sell some of its corporate equity holdings could turn out to be a defining moment in Japan's financial history.

If other banks follow suit, a trend would begin that would lead to the unwinding of the complex cross-shareholdings that have underpinned Japan's post-war development. That would be welcome because Japan is ready for a more open financial structure.

Bankers should be concerned with banking, not with owning chunks of other industries. Deutsche Bank has found with Metallgesellschaft and KHD that the experience can be costly. Japanese banks have had fewer industrial upsets but their corporate holdings have tied up capital for a pretty poor return.

Moreover, the practice has led banks to rely excessively on untested capital gains to bolster their capital base. Their true position is not transparent and capital fluctuations with movements in the stock market. That would change if corporate holdings were sold off and capital gains realised.

Banks would then be able to deploy their capital more efficiently. There would also be increased competition. With fewer captive customers, banks would jostle for business and companies could choose the best deal.

Competition would also increase in the securities business. It is probably no coincidence that LTCB, one of the more dynamic commercial banks in this area, has chosen to focus initially on divesting its holdings in securities companies. That does not necessarily mean a visceral aversion to securities business: it suggests a recognition that it is more sensible to invest in one's own business than in one managed by others.

There are risks, of course. One is that banks will use capital freed through equity sales to go on a lending spree. But this seems unlikely after the damage inflicted by the property bubble.

Another is that, as cross-shareholdings are unwound, Japan will lose the long-termism that has been a source of economic strength. Banks will look for deals that provide a quick return. Corporate managers could find themselves at the mercy of new shareholders seeking short-term performance, just like their counterparts in the Anglo-Saxon world.

Even if LTCB is sparking a trend, it will take a long time to reach that point. The prospect of banks off-loading equity holdings will weigh on the stock market. Any move to divest would have to be undertaken gradually. But the overhang of shares is not a reason to shy away from a more focused and more competitive approach to banking. Indeed, with the Nikkei 50 per cent above its trough, now is as good a time as any to start.

French judges

Top people in France are not more corrupt than their peers in other western countries, but of late quite a number of them seem to be visiting the penitentiary.

France's railways are now run from the Saint-Pierre, where their chief executive, Lolk Le Floch-Prigent, is being interrogated about alleged abuses in his previous job. Alain Carignon, the former Gaullist cabinet minister convicted for fraud, had his jail sentence increased this week by an appeal court, while a former Socialist minister, Bernard Tapie, is almost certain to go to prison.

Behind this crackdown on corruption lies a fierce struggle between politicians and judges. It was the French philosopher, Montesquieu who first identified the separation of powers - executive, legislative and judiciary - as an essential ingredient of political freedom. But the principle has never been fully applied in France, any more than in England (where Montesquieu believed he had discovered it).

In both countries, the executive has retained a degree of control over the judiciary, because it appoints the judges. But governments know they must respect judges who command the respect of their peers. In France, a constitutional reform of 1959 requires the president to appoint judges on the proposal of the Higher Council of Magistrates.

But that reform has left the way open for much conflict. Judges are

up in arms against pressure from Mr Chirac and his justice minister, Jacques Toubon, to get their own candidates nominated to top judicial posts. At a meeting of the magistrature council this week Mr Chirac agreed to postpone the most controversial appointments, while insisting on his right to vote upon them, as well as on his position as constitutional "guarantor" of their independence.

This is not how many judges perceive him. There is a kind of guerrilla war between the government and the magistrature investigating corruption cases, especially those involving the municipality of Paris, run by Mr Chirac and his prime minister, Alain Juppé, until they assumed their present jobs.

Mr Toubon has shelved one investigation, and removed another from the control of an over-zealous magistrate. He has also attacked magistrates for leaking their findings to the press. Meanwhile Mr Juppé has dropped the code established by his predecessor, Edouard Balladur, who insisted that ministers and senior officials must resign if placed formally under investigation for corruption. It is as a result of this that Mr Le Floch-Prigent can continue to head the French railways from his prison quarters.

The French government has stumbled into a mess in trying to mobilise public opinion against the judiciary. The moral is that politicians should read Montesquieu and mark his wisdom.

The European Union is edging closer towards tackling one of the oldest and thorniest issues on its agenda - allowing multinationals to create European companies to replace the multiplicity of national holding companies in the 15 member states.

At first glance, nothing would seem more logical than allowing multinationals to operate freely across borders in the EU. They would avoid the complex tangle of national corporate laws and bring the much-wanted single market a step closer to reality.

In place of PLCs, SAs, NVs, GmbHs and AGs - along with national boards and layers of national managements - there would be a single *Societas Europaea*, or SE. The European Commission estimates the savings in discarded red tape could reach \$30bn.

The European company is easier to create on paper than in practice. The Commission has been promoting the concept of the European company statute for 25 years. Successive presidents have put it on to their agendas, only to see it founder on arguments between the member states over matters such as workers' rights.

However, the supporters of the European company believe their day might soon come. The latest push has come from European business leaders who have added their weight to the long-standing enthusiasts in the Commission.

They include Sir David Simon, the chairman of British Petroleum, Mr Percy Barnevik, chief executive of ABB, the Swiss-Swedish engineering combine, and Mr Berndt Fischer, chairman of BMW, the German motor manufacturer. The campaign has backing from US companies in Europe, including Eastman Kodak, the film manufacturer, and Dupont, the chemicals group.

Mr Nils Trampe, director of social affairs at Unice, the European employers' federation that he has lobbied in favour of the statute, says an agreement this year would be "beautiful". "It is just too bad that something so important for European companies and competitiveness has been held up for so many years," he says.

Unice believes the European company statute is the logical extension of the EU's single market. Company law directives dating back to 1968 already set down guidelines for disclosure, shareholders' rights and the preparation of annual reports.

More broadly, supporters of the European company statute argue it will enable businesses to respond better to the pressures for economic globalisation, particularly in competing with American groups, which benefit from the US's more integrated legal structure. As BP says: "We want to operate here as Exxon and Amoco do in the US."

But business does not speak with a single voice. While the German Federation of Industries (BDI) supports the European company statute, the Confederation of British Industry says its members are "taken aback". In France, the *Fédération des Employeurs* body, says it has more important issues on its plate. Even multinationals are not united in supporting new EU company laws. Many companies argue that business is best served by the efforts to harmonise international rules for company behaviour through bodies such as the International Accounting Standards Committee.

Colin Marshall, chairman of British Airways, said in a speech at an international corporate govern-



ance conference last month that pursuing harmonisation through international - not regional - co-operation was the right way forward. "I believe we should have a two-tier governance system, one at a national level and the other international. The EU, for instance, should not be searching for EU-specific governance rules, but putting forward Europe's case for global practices and guidelines."

The Commission believes international harmonisation of rules goes hand in hand with closer integration within the EU, including the European company statute. However, its real battle is not with dissenting business voices but with member governments.

The Commission's proposals would allow any public limited company with a subsidiary in another EU state for at least two years to transform itself into a European company. Networks of national companies could merge or set up a European holding company.

What holds up agreement is that companies do not exist in isolation but are embedded in the social life of countries. As Mr Charles Latham, a CBI official, says: "Companies are cultural creations. There are differences of approach between countries which are pretty fundamental."

Chief among these are divisions over the proposed statute's provisions on worker information and consultation.

Germany, at one end of the spec-

trum, insists these must be comprehensive. It wants not just consultation rights enshrined in the statute but the right of workers actually to participate in management.

The UK, at the other end, rejects consultation even on worker consultation. Its opt-out from the Maastricht treaty's social chapter exempts it from existing EU legislation on the issue - the controversial European Works Council Directive.

The directive obliges multinational groups with more than 1,000 employees to set up bodies for informing and consulting workers.

The latest attempt to break the impasse dates from November. Mr Padraig Flynn, social affairs commissioner, working with Mr Mario Monti, single market commissioner, proposed removing the worker consultation clauses from the legislation and putting them into a separate framework.

Recently, however, efforts to push the statute through have been given new impetus by Mr Jacques Santer, the Commission president, who named it in a list of priority measures in his "confidence pact" to reduce unemployment. He set a target of this December for ministerial agreement - included in the official conclusions of last month's Florence summit of EU leaders.

"There is now a window of opportunity," says one Commission official working on the dossier. Social affairs and financial market ministers will renew attempts to sort out their differences at meetings in September and October.

Some observers say a possible, if not wholly satisfactory, compromise might be for ministers to drop the requirement to consult workers and allow the statute to proceed, and deal with the issue of consultation separately. Meanwhile the works council directive would apply to all European statute companies, including those registered in the UK.

That would at least usher in the age of the *Societas Europaea* while pushing further discussions on employee consultation into the future - by which time the UK might have a different government.

Ireland has previously been part of the blocking minority to the statute, echoing the UK's line, but recently showed signs of softening. Agreement on one of the EU's oldest unrealised pieces of legislation would be a nice trophy for the current six-month Irish presidency.

However, even if EU members reach a compromise on worker participation, other important hurdles remain for the European company to operate freely. Chief among them is tax. Governments mostly insist multinationals create national holding companies so that the amounts of tax can be clearly assessed. Multinationals have long argued that differences between tax regimes greatly complicate business and add costs.

For example, Unilever, the Anglo-Dutch foods-to-detergents group, says the best answer is a supra-

national EU tax, sharing the proceeds among member states. But governments are loath to involve the Commission in any such arrangements, for fear of limiting their own tax-raising freedoms. The detailed co-operation required to administer fully-functioning European companies would require even more constraints on national tax authorities.

There would also need to be much more harmonisation on the intricacy of company laws. For example, after 30 years of effort Europe still does not have an agreement on bankruptcy regulations. A bid to create such a convention failed recently during the British blocking of EU decisions in the BSE crisis. But even if it had passed it would not have harmonised existing national rules. It would merely have established the rights other countries would have in the event of a bankruptcy in one member state.

It would be tempting for the Commission to skate around some of these issues, as it has proposed with worker participation. But if the European company statute is robbed of its practical impact then it cannot fulfil its role in furthering economic integration. As Mr Bill Knight, senior partner-elect of Simmons & Simmons, the London law firm, says: "If you take everything out, you are left with a PR exercise."

Additional reporting by David Owen and Wolfgang Münchau

OBSERVER

Lies and Eurostatistics

■ Eurostat, the European statistical agency, delivered a heavy blow to Portugal's self-esteem last week with figures that showed it had fallen to the bottom of the EU's league table for GDP per capita.

Overstating Greece less than a decade ago had been a source of immense pride. Hence copious gloomy analysis in the front-page newspaper stories that splashed the Eurostat figures.

These showed that Portugal's GDP per capita had fallen from 68 per cent of the European average in 1984 to only 60 per cent last year, while the figure for Greece had risen from 62 to 68 per cent. Showing countries to be made about the costs to the real economy of the Maastricht convergence criteria. The government, elected only nine months ago, put on a brave face and said things were getting better.

And they did. This week Eurostat put out a corrected version of the chart showing that Portugal was still ahead of Greece because its GDP per capita last year was in fact 67, not 60 per cent of the European average. Data for the last quarter of 1995 had been mistakenly omitted from the original calculation, the agency explained.

Not that Eurostat has it to for

the Portuguese on a consistent basis. In 1994 it had the country down for GDP growth of 6.6 per cent - before correcting that to 1 per cent.

Golden girl

■ Peter Munk's Barrick Gold might be thought to be taking a bit of a gamble with yesterday's hefty US\$670m bid for Arequipa Resources of Vancouver. For Arequipa, a mere four years old, has no mines, and its main exploration property in Peru has yet to be fully sampled.

All the same, Munk may turn out to have made a canny choice on where to place his chips. Arequipa's founder and chairman, David Lowell, is something of a legend in the mining industry. Lowell, now in his late 60s and living in Arizona, is credited with the discovery of Chile's Escondido, the world's biggest copper mine. Another Arequipa director is a former president of Placer Dome, another respected name in the gold business.

Arequipa's chief executive, Catherine McLeod, is among only a handful of women in the upper echelons of the mining business. Mining certainly runs in the veins. Her father heads another small Vancouver mining company and her brother is a mining engineer. Instead of spending holidays on the beach, the McLeod family used to head for old mining camps.

McLeod, who is in her late 30s, will do well if Barrick (or someone else) ends up buying Arequipa. The bid values her stake at almost C\$8m, not counting several million dollars worth of options. A reasonable reward for those missed sand castles?

St Daewoo's day

■ Excuses for national holidays can often be quite inventive. But Uzbekistan has gone one better by declaring July 19 a national holiday in honour of a foreign company. Step forward Daewoo, which seems to have qualified by opening a \$600m car factory. The gesture is apparently meant to underscore the importance of South Korea as the largest foreign investor in the central Asian nation.

But the Korean government is staying pretty cool about the whole thing. "Uzbekistan is providing appropriate treatment for a company that is investing a huge sum in a risky market," was the somewhat snuffy response of an official at the ministry of trade and industry in Seoul.

US neutrality

■ The US has an official policy of "neither encouraging nor discouraging investment in Burma". But you would never know that from a visit to the

commercial library inside the tightly-guarded US Embassy in Rangoon. Prominently posted on the bulletin board are media cuttings of announcements by US companies of their decisions to withdraw from the country due to pressure from consumer groups outraged at the military regime's human rights record.

Detailed updates on sanctions legislation pending in the US Congress are also provided and a local embassy employee pushes two photocopies into the hands of a visitor: an "unclassified" report on the perils of doing business in Burma, including the lack of support US investors will receive from their government.

Also "unclassified" and available for visitors is a 1994 special report by The Economist on Democracy and Growth entitled "Why Voting is Good For You". It's called preaching to the converted.

Class act

■ It's possible to be too honest. Granada circulated Forte first mortgage debenture holders concerning the substitution of Granada for Forte as principal debtor following the completion of the bid.

Inter alia, it points out that "Barings Brothers Limited consider (a) that the Substitution is in the best interests of the stockholders as a class... Could that possibly be stockholders?"

Financial Times

100 years ago

The United States Election The Democratic Convention was a scene of great excitement and disorder after four hours devoted to speeches and the nomination of candidates. The demonstrations over the names of Bland, Boies and Bryan rivalled one another in intensity and fervour. A young woman, dressed in white led the demonstration in favour of Mr Boies from a front seat in the gallery, where she waved a banner. She was conducted by excited delegates to the platform, and thence was almost carried to the lower delegation, waving her banner until almost exhausted. At the fifth ballot Mr Bryan obtained the requisite number of votes, and was accordingly nominated as the Democratic candidate for the presidency.

50 years ago

China To-day Life in Shanghai is vastly different from the old days. Shortly after the defeat of the Japanese, Shanghai was a cheap place to stay in. At the same time Kiuming was the most expensive place in China. Kiuming is now about the cheapest place in China and Shanghai probably the most expensive in the world. The cost of living is 4,000 times that in 1936, but the number of Chinese dollars to the pound is only 500 times greater.

